



Title: Formalising ambush marketing as a marketing communications activity: a framework for planning, implementation and control

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**FORMALISING AMBUSH MARKETNG AS A MARKETING
COMMUNICATIONS ACTIVITY: A FRAMEWORK FOR
PLANNING, IMPLEMENTATION AND CONTROL**

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A thesis submitted to the University of Bedfordshire, in partial
fulfilment of the requirements for the degree of Doctor of
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Supervised by
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Prof. Ramakrishnan Ramanathan

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Abstract

The UK is reporting record numbers of television and digital audiences of international sports broadcasts. Sponsoring these events represents highly lucrative and sought after opportunities for brands to reach these large audience numbers. However the immense costs of organising these events mean that the costs of such sponsorships are also immense. Therefore these sponsorship opportunities are accessible only to large multinational and global brands. Ambush marketing represents an alternative approach whereby brands can participate in marketing communication activities similar to sponsors without becoming official sponsors. Ambushers have to develop creative and imaginative campaigns to emulate sponsors without infringing on their rights.

The aim of this study is to conceptualise the operational aspects of ambush marketing from the perspective of ambushers. It explores ambushing as an alternative strategic marketing communications activity to corporate sponsorship of sports.

A systematic literature review has been conducted to discover the background and development of ambush marketing and ascertain the gap in research by comparing the extant research on ambush marketing to corporate sponsorship of sports. Where there is saturation in empirical consumer oriented research on brand recognition and recall, there is no research on the planning, development and implementation of ambush marketing or the day to day operations and strategies involved in ambushing sports. Furthermore research has so far not involved actual ambushers.

In order to fulfil this gap, an exploratory, qualitative study has been designed. A single case study strategy has been applied with eight embedded units of analysis represented by eight actual ambushers of recent UK sports broadcasts. Participants in this unprecedented study are senior marketing and management officials of these companies. The study is interpretative with an ideographic philosophical stance allowing the exploration of UK ambush marketing within its own ethnographic context. A number of reliability and validity measures have been incorporated in the research design.

The analysis of data in the form of interviews, documents and multimedia content found six main themes with a number of subthemes regarding the decision, planning

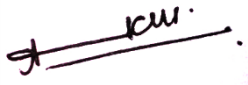
and implementation of ambush marketing campaigns. These six themes are decision making, objective setting, developing ambush strategies, targeting ambush audiences, ambush expenditure and ambush outcomes. They represent sequential individual stages in the organisational process of ambush marketing found to be common in all participating companies.

This study contributes to potential UK ambushers by providing a standardised approach to ambushing international sports broadcasts specifically from the industries represented by the participants, namely the betting industry and the food and beverage industry. Research also highlights the changing nature of ambush marketing from the traditional parasitic image to a contemporary image as a parallel, mutually beneficial activity. The benchmarking tool represented by the diagrammatic framework of the ambush marketing process will allow ambushers to chart their progress against a standardised approach while highlighting contemporary and innovative ideas and ways to avoid illegal and unethical practices. Lastly this study contributes to future research in ambush marketing by demonstrating that direct ambush marketer involvement is possible and making specific and valuable recommendations for further study.

Author's Declaration

I Mohammad Waqar Abbasi, hereby declare that the following thesis is my own unaided piece of work. The research has been carried out in accordance with the regulations and the ethical guidelines of the University of Bedfordshire. This thesis is original and the literary contributions of others have been acknowledged by referencing within the text. This thesis has not been submitted in part or in its entirety for the consideration of any other academic award at any other educational institution in the United Kingdom or abroad. Any views expressed in this thesis are those of the author and not those of the University of Bedfordshire.

Author's Signature

A handwritten signature in dark ink, appearing to read 'MW', is written over a horizontal line. The signature is stylized and includes a small dot at the end.

Date

15/06/2018

Dedication

This thesis is dedicated to the late Bibi Fazeelat Jan my mother who passed away on the 31st of December 2016 before witnessing the end of my higher education. It has been a journey made possible through her countless sacrifices, unconditional love and dedication. May her soul rest in peace and may her prayers continue to shelter me through my life.

I also dedicate it to Waheed Ahmed Abbasi my father whose many years of service in the scorching heat of the Saudi Arabian desert while bearing the pain of extended separation from his family, ensured financial security for me and my siblings and allowed us to pursue our dreams. May he enjoy many more proud, fulfilling and peaceful years.

I shall continue to strive for excellence to honour the dreams and contributions of my exemplary parents.

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I am immeasurably grateful to my director of studies Dr Habte Selassie who assumed supervision of my PhD after three turbulent years of supervisory changes. He not only provided me with helpful, prompt and encouraging feedbacks but acted as a mentor to guide me through major phases of my research. His knowledge of the subject matter as well as the chosen methodology proved invaluable throughout the last year of my research.

I acknowledge the contributions of Professor Ramakrishnan Ramanathan who took time out of his busy schedule to provide necessary support and guidance especially to help me transition from MPhil to PhD and again towards the end of my PhD.

I also thank the eight participants in this study who despite being extremely busy individuals took time out of their work to take part in the data collection.

Furthermore I would like to thank the staff at RGS for their diligent administrative support.

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1. INTRODUCTION

1.1. BACKGROUND OF AMBUSH MARKETING IN SPORTS

Marketing a brand effectively is the key to every organisation's commercial success. Big companies leading their respective markets have the capacity to participate in elaborate and expensive marketing campaigns and maintain extensive marketing mixes with many different types of activities running simultaneously. Certain marketing activities such as sponsorships of international sporting events are often too expensive for all but the largest companies with global brands that can afford and benefit from reach of sports sponsorship.

On the other hand, a majority of small and medium sized businesses and even fairly large national brands cannot afford such sponsorships. However some such businesses attempt to capitalise on international sporting events by creating marketing campaigns that focus on the sport without gaining official sponsorship rights (Chanavat & Desbordes, 2014). If such practices avoid copyright infringement, they are known as ambush marketing.

Ambush marketing is the incorporation of thematic similarities of a prevalent sporting event into a brand's marketing communications (Chadwick & Burton, 2011). Companies have been recorded as being involved in this practice since the early 1980s and the term itself has been around since that time (Meenaghan, 1994).

There is however little known about ambushing practices in the academic community due to a lack of direct enquiry into the phenomenon. Mostly research has focused on gathering cases of ambush marketing to establish typologies or measuring its impact on sponsorship through brand recall and recognition studies. A prevalent opinion in academia is an opposition to ambush marketing and research has been mostly to root out or limit the practice for the benefit of the sponsorship industry.

This is a contradiction to the way ambush marketing is used by a number of brands from various industries. The practice has steadily increased and proliferated over the years and has come to be acknowledged as a mainstream marketing activity among practitioners.

There is a need for acknowledgement of ambush marketing as a valid and legitimate practice by the academic community and for opening avenues of enquiry into various operational elements of ambush marketing in order to bring the academic understanding closer to the practitioner view of the phenomenon.

1.2. RESEARCH AIMS AND OBJECTIVES

This study is aimed at conceptualising the operational aspects of ambush marketing from the perspective of ambushers. It explores ambushing as an alternative strategic marketing communications activity to corporate sponsorship of sports. The central questions this study aims to address are as follows.

- What is the contemporary concept of ambush marketing?
- What are the objectives of ambush marketers and are they similar to sponsors?
- What are the key outcomes of ambush marketing?

The study also aims to address the following secondary questions.

- Who are the intended target audiences of ambush marketing?
- What is the role of organisational structure in ambush marketing decisions?
- What are the budgetary considerations for ambush marketing strategies?

Existing research on ambush marketing has evaluated it from the perspective of event sponsorship, often discussing it as a threat to corporate sponsorship and aiming to recommend ways of limiting or eradicating ambush marketing in “big” events (Farrelly et al., 2005). However there is significant historical and modern usage of ambush marketing by established global brands for it to be considered a valid and worthwhile marketing communications alternative. Furthermore there is no existing research conducted from the perspective of ambushers in order to relate their motivations to perceived and actual outcomes of their efforts. This study is unique in its unbiased approach to understanding ambush marketing as a marketing promotions possibility. The investigation of what ambushers aim to achieve compared to what the actual outcomes of corporate sponsorship are will shed new light on ambush marketing and open up previously unexplored avenues of enquiry.

Existing research has selectively focused on two varying definitions of ambush marketing. Some researchers have discussed it as a threat to sponsorship while describing its motivations as being to distract the audience from the sponsor's message and devalue sponsorship efforts of competitors (Anthony Carrillat et al., 2014; Chanavat & Desbordes, 2014; Crompton, 2004b; James & Osborn, 2015; Mazodier et al., 2012b; Meenaghan, 1996). Others have described it as a creative marketing activity aimed at accessing associational benefits while contributing to brand noise and clutter surrounding big events (Chadwick & Burton, 2011; Dickson et al., 2014). This study aims to conceptualise ambush marketing within its own context unbiased by what it represents to the sponsorship and sports industries.

This study has chosen to focus on ambush marketing in sports. Although there is some indication of ambushing occurring in other industries such as film, art, music etc. ambushing predominantly takes place around sporting events. Unlike various art forms that also see sponsors competing to become involved, sports events have a broader appeal and attract more attention from audiences of all ages and from all segments of the population. This broader appeal and bigger "hype" generated by sports translates into ambusher interest. Ambushers are most active around major events such as FIFA, Olympics, Winter Olympics, UEFA Championships, International tennis tournaments, cricket and rugby world cups, etc.

For the purpose of this research, the following table 1.1 describes the individual objectives that have been set. These objectives have informed the research design and methodological choices by linking steps involved in research to the achievement of the overall aim of the study.

No	Objectives	Approach	Methodology	Methods
1	To critically analyse extant research on ambush marketing in sports and outcomes of corporate sponsorship	Deductive	Systematic literature review	Meta-synthesis
2	To assess the current conceptual framework of ambush marketing in order to identify weaknesses in existing knowledge	Deductive	Systematic literature review, Gap analysis	Meta-synthesis, Reflective approach
3	To propose a valuable definition for ambush marketing in sports	Commonsensical, heuristic	n/a	n/a
4	To select and discuss contemporary cases of ambush marketing in order to evaluate their scope and benefits to ambushers	Inductive, exploratory	Interpretivist, Thematic analysis	Exploratory case studies using Interviews, observations, documentary analysis and online sources
5	To identify contributing and mediating factors that affect the outcome of ambush marketing	Inductive	Interpretivist, Thematic analysis	Exploratory case studies using Interviews, observations, documentary analysis and online sources
6	To discuss the motivations or objectives of ambushers and the intended as well as actual benefits of ambush practices	Inductive	n/a	Semi-structured interviews, thematic analysis
7	To develop a benchmarking tool for ambush marketing in sports in order to enhance ambusher knowledge and guide ambush practice	Inductive	n/a	Discussion of findings, reflective approach
8	To contribute to future research by identifying emergent research possibilities	Deductive	n/a	Discussion of findings, reflective approach

Table 1.1 Research Objectives

1.3. SIGNIFICANCE OF THE STUDY

There is currently no set prescriptive method of ambushing or a standardised approach against which the planning, design and implementation of ambush marketing campaigns can be measured. This results in uncertainty among potential practitioners, heavily evidenced in the analysis section of this thesis, who find it difficult to justify their decision to ambush sports as well as their approach to the campaign with regards to how prominently the themes should feature in their campaign and what kind of association goes beyond ambush and becomes infringement.

This study aims to investigate ambush marketing by involving actual ambushers in the data collection. This is a completely unprecedented step in investigating ambush marketing as ambushers have never been directly approached by researchers who have contributed to the existing literature on the subject.

The significance of direct exploratory research into ambush marketing is that it will highlight common practices and steps involved in ambush marketing and further clarify what ambush marketing actually is from a practitioner's perspective.

1.4. SCOPE AND PURPOSE

This study is aimed at the investigation of contemporary ambush marketing practices in the United Kingdom. As the data collection and overall research design is cross-sectional in nature, this study is valid in the above geographical setting in the present day. However this is not seen as a limitation but an opportunity for the creation of a reliable research design that can be implemented in other locations or after a significant amount of time has passed or environmental changes have transformed the landscape of ambush marketing.

The purpose is to propose a standardised structure of the ambush marketing process that will act as a benchmark. The validity of this benchmarking tool will be provided by the exploration of multiple ambushers and their campaigns instead of a single ambusher. This tool will benefit potential ambushers by not only outlining standard practice in ambush marketing but ensuring they stay away from associated unethical and even illegal practices.

1.5. CONTEXT OF THE STUDY

As stated earlier ambush marketing may surround events other than sports such as concerts and major film releases. However all research on ambush marketing is dedicated to ambush marketing in sports. This continues to be the case in this study as ambushers of sports are a more abundant resource for data gathering than any others.

However it must be noted that ambush marketing of sports is not done solely by sport related brands. A number of unrelated industries such as airlines, food and beverages, fast food industry, household commodities, clothing, banking, gambling etc. are involved in ambushing. Therefore the choice of ambush marketing in sports does not represent the participants of this study but the context of ambush marketing. This issue is later resolved in the research design by adopting a single case study design with multiple embedded units of analysis represented by the campaigns of various participants and their industries in line with Yin (2014).

This study cast a wide net in order to incorporate multiple industries into the data collection. Ultimately the willingness and availability of participants allowed for the investigation of ambush marketing from gambling, food and beverage and fast food industries. As stated earlier the context of this study is sports. However since the aim is to present a standardised view of ambush marketing, the choice of multiple industries strengthens the generalizability of the findings.

1.6. STRUCTURE OF THE THESIS

The general organisation of this thesis corresponds to the progression of the research itself. The second chapter is a detailed systematic literature review that not only covers extant research on ambush marketing but also briefly discusses literature on corporate sponsorship of sports. This has been done in order to pinpoint the research gap in ambush marketing in areas where there is pre-existing research on sponsorship. This chapter concludes that the gap in research exists on operational aspects of ambush marketing by comparison to sponsorship. Through direct sponsor involvement in research, more is known about the organisational process of sponsorship than about ambush marketing. This is due to a lack of direct ambusher involvement in research.

This is followed in the third chapter by a detailed discussion of research methodology. This chapter discusses various ontological and epistemological approaches as well as research strategies and methods. It evaluates their relevance and suitability in order to pinpoint the choices made in this research. This study has assumed an ideographic ontology and interpretivist epistemology. As ambush marketing is investigated in the context of sports, a single case study design is adopted which contains multiple embedded units of analysis represented by the campaigns investigated. The research is inductive in nature and uses thematic analysis as the analysis method. The earlier discovered research gap is utilised here to develop detailed research questions.

The fourth chapter details the research design developed and implemented in this research. This is an uncommon practice in doctoral thesis design as it separates research design from the more philosophical aspects of research methodology covered in the third chapter. This has been done in order to break down the rather large amount of information on methodology as well as to put more emphasis on the multiple case study research design developed and implemented in this study. The research questions developed in the previous chapter lead to the creation of an interview agenda which has been utilised in the semi-structured interviews that form a major part of data collection along with documentary and multimedia content. Further validity and reliability measures are incorporated into the study and a case study protocol is developed in line with Yin (2014) and Eisenhardt (1989).

The fifth and largest chapter reports on the analysis of the data collected through semi-structured interviews conducted between August 12 and October 12, 2016 as well as the documents and multimedia content collected throughout the course of the research. The analysis, which was conducted alongside data collection, was done in qualitative data analysis software QSR NVivo. In this chapter, the six research questions are utilised to create initial thematic headers for each corresponding section of the interview data now in form of approved transcripts. This approach is slightly different from pure inductive research where themes are allowed to emerge entirely from the data. However it is commonsensical to assume that an overarching topic of discussion would act as a main theme in each section while further inductively emerging themes would all relate to this main theme as subthemes. This relationship is represented in NVivo by parent and child nodes which are

represented by six individual thematic maps. Extensive tabulation of data chunks coded to each individual theme was done in order to interpret the data on a cross-case basis.

In the sixth chapter the findings of the above analysis were discussed in depth. A pattern started to emerge in which it became evident that the earlier adopted thematic headers, now acting as refined main themes in the data analysis corresponded to individual steps in the ambush marketing process. A slight rearrangement of these steps was required as they were investigated in a different order. Owing to the inductive nature of this study, these emergent steps in the ambush marketing process were arranged in the order in which they are followed by all ambushers involved in this study.

In the final chapter, the above steps were arranged both in narrative form and in the form of a diagrammatic framework. The narrative summary of the ambush marketing process is an updated description of what the contemporary ambush marketing practice is and led the author to propose a valuable definition of modern ambush marketing. The diagrammatic framework is a benchmarking tool that can be utilised by practitioners of ambush marketing as discussed earlier. Lastly some recommendations for future research are made based on comparing the findings of this study to extant literature on ambushing, sponsorship and marketing in general.

1.7. CONCLUSIONS

Considering the large volume of information added in the later chapters of this thesis, the introductory chapter has been a deliberately short account of various essential concepts and design elements. This research has been conducted with great care and particular focus on methodological rigour as qualitative research is often scrutinised more for its accuracy and reliability than quantitative research.

Case study, a research strategy that can incorporate qualitative, quantitative or mixed methods is utilised here to provide structure while emphasising on context and supporting the inductive nature of this study. The research design is built on the recommendations of widely accepted and reputable authors who have contributed to the understanding of case study research.

This study is unique and ground-breaking in its approach and its perspective. As ambush marketing evolves into an acceptable and legitimate practice, so too the research on ambush marketing should become impartial and neutral in order to investigate the concept without preconceived notions that are not true of contemporary ambush practices. The beneficiaries of this study are practitioners of ambush marketing more so than the academic community. Therefore the outcome is geared more towards practice than theory.

2. LITERATURE REVIEW

This chapter presents a review of literature on corporate sponsorship with a particular focus on sports. This is followed by a review of literature on the phenomenon of ambush marketing. A comparison of extant literature on these alternative strategies reveals that certain avenues of ambush marketing are as yet unexplored. This comparative dearth of research signifies the need for further exploration of the concept of ambush marketing.

2.1. CORPORATE SPONSORSHIP

Corporate sponsorship is a marketing promotions activity that has grown increasingly over the past few decades. According to Meenaghan (1983) sponsorship is, “the provision of assistance, either financial or in-kind, to an activity by a commercial organization for the purpose of achieving commercial objectives”. In 2014 the global spending on sponsorship was an estimated \$55.3 billion (IEG, 2015). The international events group projected this spending to increase to \$57.5 billion in 2015.

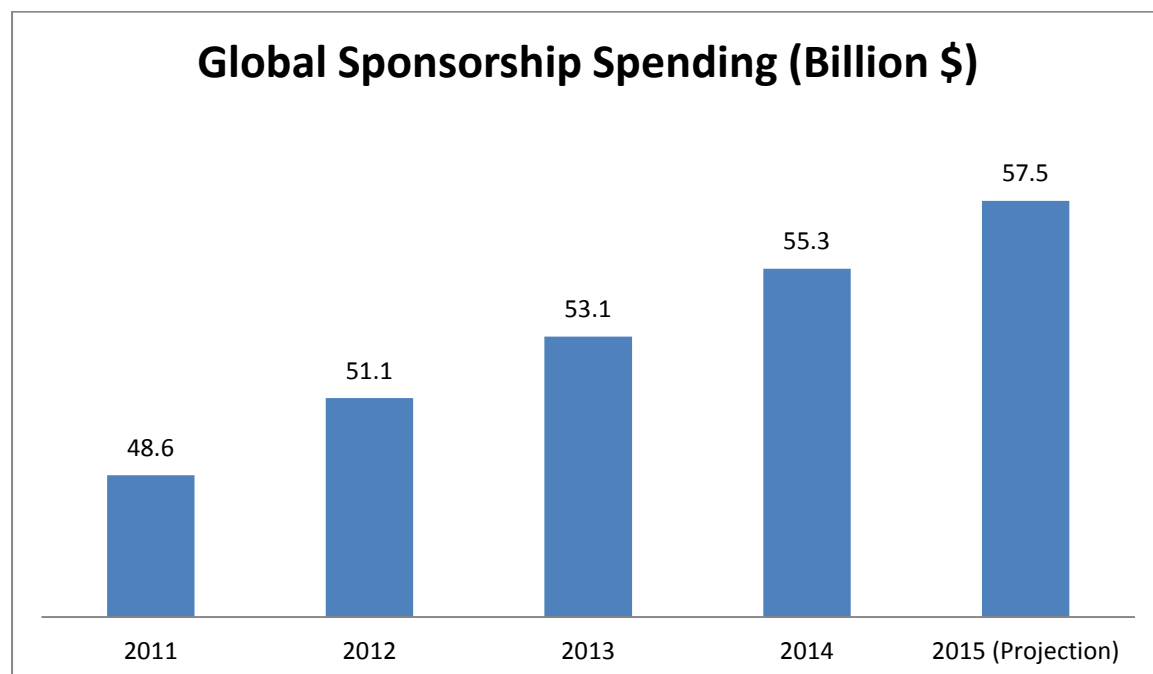


Figure 2.1 Global Sponsorship Spending (IEG, 2015)

The consistent increase in sponsorship spending is attributed to higher costs of organising events as well as more brands considering corporate sponsorship as a means of promotion (IEG, 2015). Above statistics however, only account for the

expenditure on securing sponsorship rights by paying sponsorship fees. Sponsorship leveraging or activation is the supporting sponsorship advertising, promotional activities etc. that a sponsor organises in order to exercise the sponsorship rights secured for the benefit of its brand (Papadimitriou & Apostolopoulou, 2009). Costs of implementation of sponsorship activation are not incorporated into these statistics. Sponsorship leveraging can take the form of TV, radio and print advertising, merchandising, in-store displays and promotional offers, competitions, prizes and other innovative ideas (Cornwell & Maignan, 1998). Leveraging around each event makes sponsorship a major contributor to these communication channels.

2.2. RESEARCH IN CORPORATE SPONSORSHIP

The incredibly high commercial potential of corporate sponsorship has led to an abundance of research in the field as value of research is often attributed to these high financial costs of sponsorship activities. Research in sponsorship has focused on five distinct areas of scholarly enquiry.

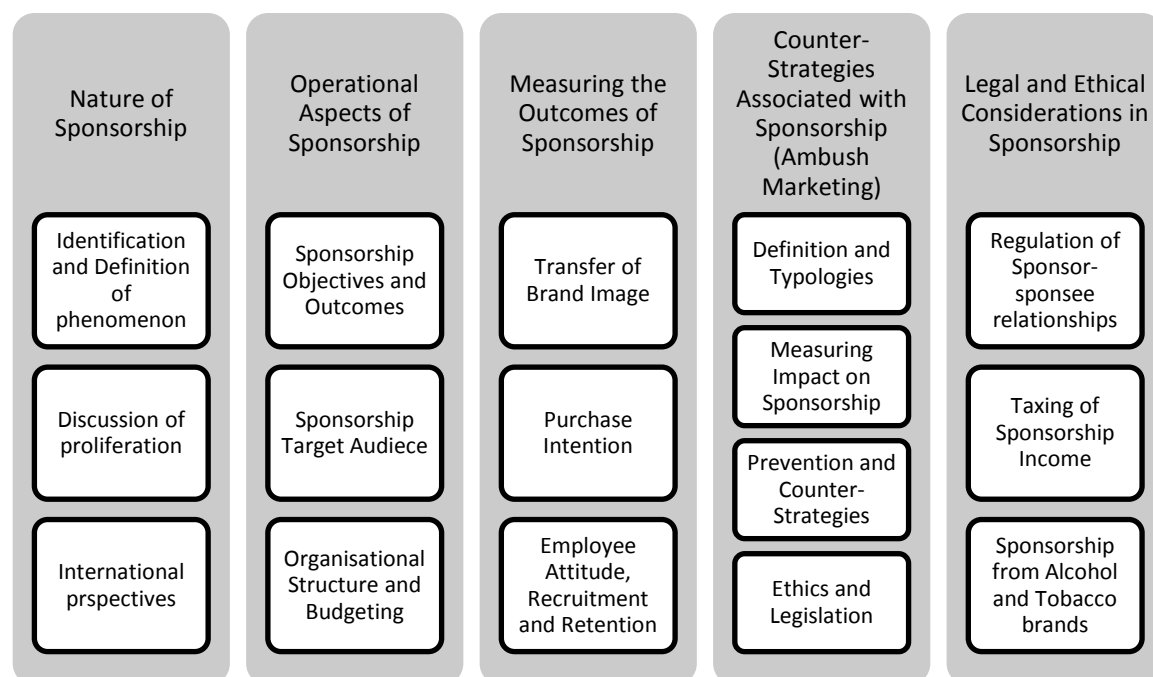


Figure 2.2 Research on Corporate Sponsorship

2.2.1. NATURE OF SPONSORSHIP

Early research focus in sponsorship was on the definition and conceptualization of the phenomenon. Meenaghan (1983) stated that corporate sponsorship is a commercial activity that has attracted increasing interest from practitioners. He

argued that the area of sponsorship research however lacked significant and rigorous theoretical investigation. Meenaghan (1983) further elaborated the objectives of corporate sponsorship as having shifted from benevolent contribution or philanthropy to more mutually profitable partnerships between events and sponsors leading to transfer of brand image and increased brand recognition and sales.

Hastings (1984) meanwhile differentiated sponsorship from advertising based on these objectives as being geared more towards loyalty and awareness.

Several researchers contributed to the understanding of sponsorship as a global phenomenon. Gratton & Taylor (1985) reported on the growth of sponsorship in the United Kingdom. Similar research on sponsorship focused on countries such as Greece (Asimakopoulos, 1993), Russia (Graham & Lechitski, 1993), and North America (Gross et al., 1987). Others focused on various industries such as sports (Meenaghan, 1991), arts (Goody, 1984) finding that sponsorship was growing consistently throughout different cultures and across various industries.

Cornwell & Maignan (1998) highlighted two aspects of sponsorship as being (1) exchange between sponsor and sponsee where former receives rights of association and latter receives a fee and (2) the marketing of such an association by the sponsor. Fahy et al. (2004, p. 1013) redefined sponsorship as “an investment in cash or kind in an event, team or person, in order to secure sponsor’s access to the commercial potential associated with that event, team or person.” Thus the modern focus of sponsorship as well as of research in sponsorship is on maximising the return on the investment in securing sponsorship rights and implementing sponsorship leveraging strategies.

2.2.2. OPERATIONAL ASPECTS OF SPONSORSHIP

a. Sponsorship Objectives and Outcomes

As more and more brands showed interest in sponsorship, research focused on the objectives and motivations of various brands for becoming sponsors. Geographically diverse research conducted here focused mainly on sporting events in various countries. Researchers conducted extensive questioning of management within sponsoring brands regarding their objectives and motivations. Researchers addressed this issue often by presenting sponsors a pool of objectives and asking

them to rank those that described the motivations and expectations of their brand (Hoek et al., 1990; Kuzma et al., 1993; Marshall & Cook, 1992; Mount & Niro, 1995; Polonsky, 1996).

Hoek et al. (1990) surveyed 19 brands sponsoring various events in New Zealand in order to rank their objectives as follows.

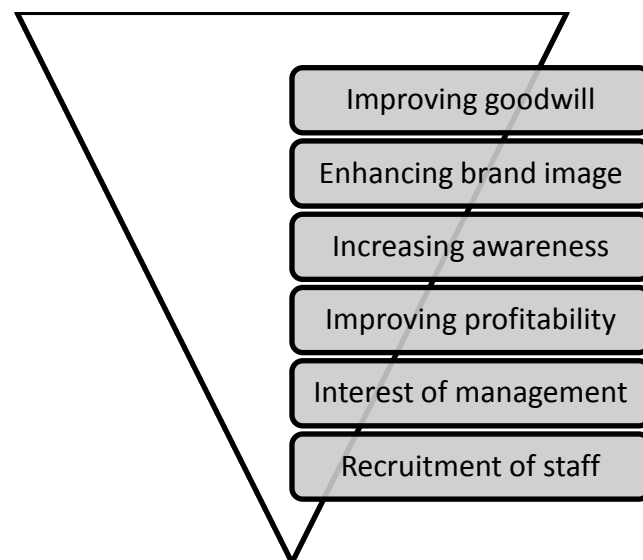


Figure 2.3: Ranking of sponsorship objectives (Hoek, Gendall & West, 1990)

Others have noted similar rankings with brand image transfer and generating goodwill and profitability ranking high. Mount & Niro (1995) present a slightly different argument that objectives of their interviewees differed with size of brand. They argue that larger brands are often geared towards profitability and brand image benefits while smaller brands are more interested in supporting their communities.

b. Sponsorship Target Audience

Other researchers have attempted to identify and categorise the intended target audiences of sponsorship programs. Gardner & Shuman (1987) described the participants in a sponsorship as being sponsors, sponsees, communication channels and publics. They further described publics to be comprised of consumers, financial institutions, community leaders and employees. Polonsky (1996) similarly described the intended target audience of sponsorships as current consumers, potential consumers and general public. Research in this managerial aspect highlights the wide range of audiences targeted by sponsorships.

c. Organisational Structure and Budgeting

Researchers have found that sponsorships are functionally linked to advertising, public relations, marketing, human resources and top tier leadership within sponsor organisations (Abratt et al., 1987; Marshall & Cook, 1992; Witcher et al., 1991).

There is limited research on the budgeting of sponsorship. Hoek et al. (1990) noted the tendency among sporting event sponsors to utilise a percentage of sales allocation while sponsors of arts and culture opted for task-objective budgeting or had an entirely philanthropic approach to their sponsorship contributions.

2.2.3. MEASURING THE OUTCOMES OF SPONSORSHIP

Determination of sponsorship objectives allowed researchers to focus on measuring how well sponsors are able to turn these objectives into outcomes. Cornwell & Maignan (1998) argue that demonstrating the commercial impact of sponsorship is the best way to legitimise it as a marketing tool.

Researchers have identified and measured several outcomes of sponsorship that are in line with the objectives set out by sponsors.

a. Transfer of Brand Image

Analysis of transfer of brand image necessitates an understanding of “brand”, “brand image” and “brand image transfer”. According to Becker-Olsen & Hill (2006) a brand is a set of elements including names, phrases, logos, values and other organisational attributes that aid the identification and differentiation of one company’s products from another’s. Aaker (2004) states that such brand elements aid consumers in their decisions, grant credibility and minimise risk for the brand.

Keller (1993, p. 3) defines brand image as a set of perceptions about a brand held in the consumers’ memory. This definition gave credibility to the concept of brand image as being a set of associations rather than a singular statement of personality. Keller (1993) further elaborated that brand image can be influenced by consumer’s experience with the product, word of mouth, advertising and through links with other brands and entities. Event sponsorship is a way for brands to establish links with entities such as events, sports teams, clubs, tournaments or athletes.

Extensive empirical evidence exists that sponsorship of an event by a brand leads to transfer of brand image from the event to the brand (Ferrand & Pages, 1996; Grohs

et al., 2004; Gwinner & Eaton, 1999; Hoek et al., 1997; Javalgi et al., 1994; Neijens et al., 2009; Roy & Cornwell, 2003; Sneath et al., 2005)

Research by Chedi (2008), Gwinner & Eaton (1999), Gwinner et al. (2009), Koo et al. (2006), Roy & Cornwell (2003) and Speed & Thompson (2000) also highlighted “event-sponsor fit” or “congruence” as being a driver of efficient brand image transfer. Research on brand image transfer between event and sponsor has predominantly been carried out in the context of sports.

b. Purchase Intention

Throughout the literature, purchase intention has been identified as an important sponsorship outcome (Alexandris et al., 2007; Cornwell & Maignan, 1998; Crompton, 2004a; Harvey, 2001; Meenaghan, 2001; Pope & Voges, 1999). It refers to the likelihood of buying decisions regarding a sponsor’s products from audiences of events who are exposed to their sponsorship activities. Alexandris et al. (2007) found that attitudes and behaviours towards the sponsored activity as well as sponsorship in general are among the factors that influence the buying intentions of event participants towards the sponsor’s brand. Sneath et al. (2005) who conducted their study on a charitable sport event further found that the qualities of benevolence and charity added to the image of sponsors and increased the likelihood of purchase.

Koo et al. (2006) found that perceived event-brand fit or congruence, which is a contributing factor I brand image transfer also contributes to purchase intention.

c. Employee Attitude, Recruitment and Retention

Research also highlighted the effect of sponsorship on the attitudes of the employees within the sponsoring organisation. Fahy et al. (2004) addressed the utility of sponsorship as an internal as well as external marketing tool in order to maximise the return on sponsorship investment. Therefore the aforementioned publics can be divided into external publics such as customers, intermediaries, governments, communities etc. and internal publics such as employees and other stakeholders (Dolphin, 2003).

Empirical and exploratory research indicates that sponsorship activities of brands have a positive impact on the perceptions of their employees (Khan et al., 2013; Meenaghan, 2001).

2.2.4. COUNTER-STRETEGIES ASSOCIATED WITH SPONSORSHIP

Counterstrategies to sponsorship, mainly ambush marketing has captured significant research interest. Ambush marketing is when a company tries to influence the perception that it is associated with an event without being an official sponsor (Sandler & Shani, 1989a). Initially viewed as unethical and immoral practice, ambush marketing soon developed into an acceptable marketing communications tool (Dickson et al., 2014).

The extant research on ambush marketing, the main focus of this study, is discussed in later sections of this chapter.

2.2.5. SPONSORSHIP ETHICS AND LEGAL CONSIDERATIONS

Following the shift of sponsorship from philanthropy to a marketing promotions activity, the tax exempt status of sponsor contributions to events came under scrutiny. According to Wise & Miles (1997) in the United States, the Internal Revenue Service declared that if a sponsor does not engage in marketing activity in relation to its sponsorship of an event, then the sponsorship fee it pays to the event organiser is considered a non-taxable donation. However if the sponsor intends to advertise its sponsorship for profit, the sponsorship is considered advertising by the IRS that generates taxable income for the organiser.

Another issue in sponsorship is the promotion of undesirable products such as alcohol and tobacco through sponsorship. Crompton (1993) argued that sponsorship of sports by tobacco companies obscures the connection between smoking and disease, enables tobacco companies to enter the youth market and circumvents the ban on tobacco advertising in many countries. However McDaniel & Mason (1999) found that the respondents of their research had a more favourable attitude towards beer brands sponsoring the Olympics. They attributed this favourability to the congruence created by association between drinking beer and watching sports.

2.3. INTEGRATED MARKETING COMMUNICATIONS

Integrated marketing communications (IMC) is a term used to describe the use of various marketing communications channels as well as strategies to communicate a consistent and homogenised message about a brand to its audiences.

2.3.1. MEANING AND HISTORICAL DEVELOPMENT

Authors such as Fill & Turnbull (2016) have noted significant evolution of the concept throughout the modern age. They describe the early concept of IMC as being associated only with the incorporation of multiple communication channels and promotional tools in one campaign. This concept of IMC, prevalent throughout the last decade of the 20th century, was pioneered by Schultz (1993) and met with significant enthusiasm by practitioners who saw it as a way to introduce new ideas, reorganise and restructure their approach to planning and reduce the expenditure on marketing communications by delivering a focused and consistent message. This mode of IMC has been referred to by Kitchen et al. (2004) as an inside-out approach.

Kitchen et al. (2004) describe the next phase as the outside-in approach to IMC. This is characterised by a greater understanding of consumer needs and wants. According to Fill & Turnbull (2016) in this interpretation, organisations started to strive for greater consumer need fulfilment by gaining more in-depth knowledge about them through concepts such as relationship marketing.

Contrary to the works of above mentioned authors, others have developed arguments against the use and even the existence of IMC in actual practice. Authors such as Cornelissen (2000) and Percy & Elliott (2016) have questioned the merits of the concept. Where Cornelissen (2000) asserts that IMC is not a proven theory in marketing, the ideas and approaches taken to the overall concept and its implementation hold value according to Fill & Turnbull (2016). This dichotomy exists over what the meaning of integration is and what is being integrated. In general however, the presence of certain elements can indicate the use of IMC. According to Kliatchko & Schultz (2014) the salient features of IMC may be:

- Using multiple media for the purpose of planning as well as communicating messages.
- Prioritising the need for understanding consumers in marketing communications planning as well as implementation.
- Using bespoke frameworks that allow IMC planning, execution and control.

2.3.2. TYPES OF INTEGRATION

In IMC the debate over what is being 'integrated' has led to the understanding of various types, each with a specific integrated element such as function, theme,

technology or time etc. Fill & Turnbull (2016) and have described the following types of IMC based on earlier literature.

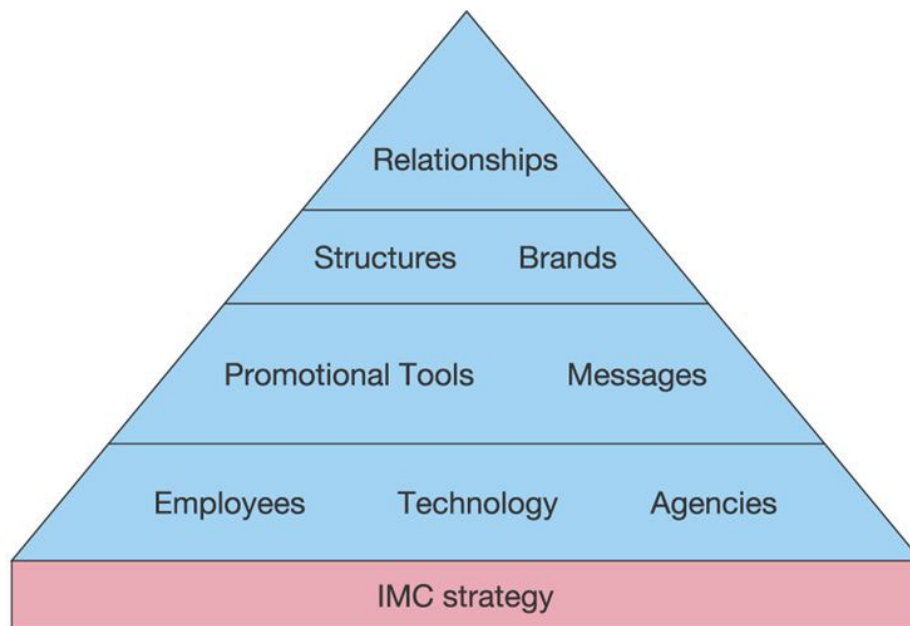


Figure 2.4 Types of IMC (Fill & Turnbull, 2016)

1. Means of Communication

This type of IMC represents the traditional understanding of the concept in the broader public consciousness. Here the focus is on harmonising the messages that are being conveyed through each individual communication tool being utilised. It is believed that doing so allows the audience to perceive a consistent meaning. One way of ensuring this is to harmonise the visual cues such as slogans, colours, designs, sounds etc.

Another perspective is to bring together different communication tools. Pitta et al. (2006) suggest the integration of advertising and public relations. This is a way to tackle audience fragmentation by using PR capabilities to bring a wider exposure to advertisements.

2. Message

A deeper interpretation of integration is the practice of developing a unified theme or core message and then deploying it as a whole across a varied communication mix. This is also referred to as 'synergy' (Fill & Turnbull, 2016). This practice is in line with the notion that advertising in mass-media is not always the best approach to

communicating business to business as well as consumer oriented messages. Since the selection of an appropriate communication mix is a better starting point, the message can be more easily integrated.

Duncan & Moriarty (1998) suggest that given the gap between the various messages in terms of meaning and content is narrow; the audiences will automatically integrate the messages related to a single brand. The task therefore is to close the gap between messages through greater coordination.

3. The Marketing Mix

Integration of individual elements of the marketing mix can also be considered IMC as these elements themselves communicate meaning. The price communicates value, product communicates functionality and quality, the personalities and knowledge of service delivery personnel and the location where a product is made available physically or online similarly contribute to the perception of a coordinated and consistent brand.

Increasingly companies are integrating these key points of contact with their audience as they form part of a customer's brand experience. Traditionally these marketing mix elements were selected to establish brand proposition and position. Now however, they are coordinated or integrated to allow customers to experience a uniform brand image during pre-purchase, purchase and post-purchase stages.

4. Branding

A brand itself represents integration. It requires an organisation to be internally well coordinated so that externally a brand can be perceived uniformly. White (2000) describes the concept of chameleon brands. These are brands that have the ability to adapt to different situations yet to retain the same core identity that represents continuity and identification.

5. Strategy

If IMC is to be understood as a means to utilising the communications mix efficiently and with synergy than an greater understanding of where the messages originate is needed. IMC therefore has its roots in the organisation's overall strategic approach. According to Porter's (1980) generic strategies, if a brand's focus is on a low cost

strategy, than it makes sense to use messages that promote a low cost advantage and avoid the appearance of luxury or extravagance. However if the focus is on differentiation, messages should avoid mentioning the price and instead should focus on functional or image benefits.

6. Technology

Database management systems have enabled gathering and dissemination of valuable information that allows marketing managers to develop a better understanding of consumer behaviour. This allows them to develop more meaningful marketing communications. Technology itself needs to be integrated both in the overall information systems and the marketing strategy. Technology can be integrated throughout websites, intranets, customer service centres, fulfilment and delivery systems, CRM systems etc.

2.4 FRAMEWORKS FOR IMPLEMENTING IMC

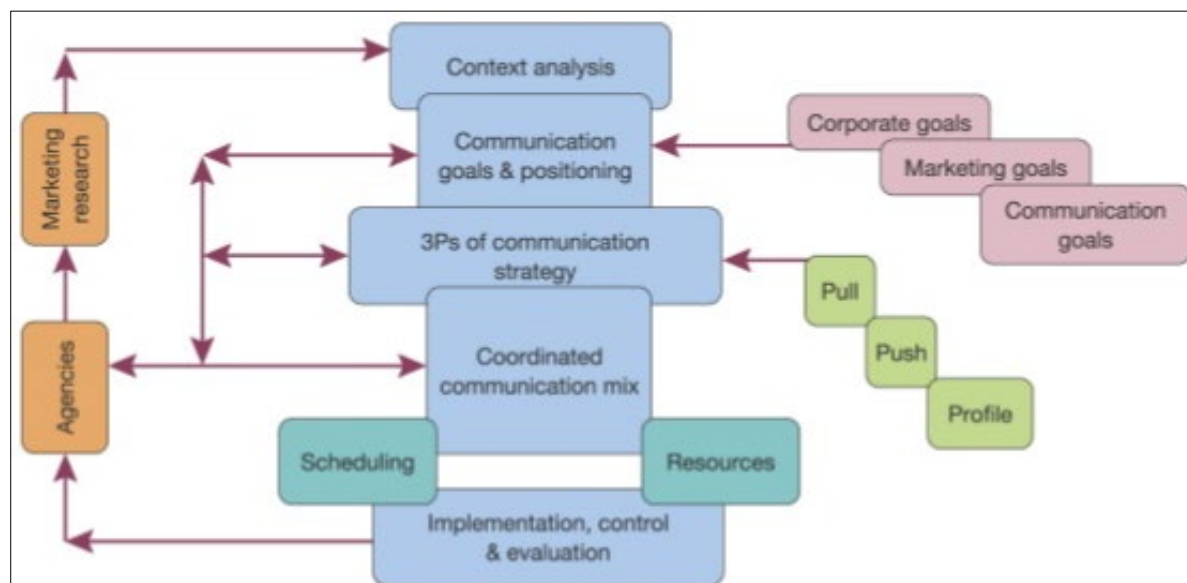


Figure 2.5 Marketing Communications Planning Framework (Fill & Turnbull, 2016)

Though there is still a gap in the understanding of the value of IMC, there has been significant work on developing the planning approach to the managerial process of integrated marketing communications. These prescriptive frameworks allow the guided and systematic planning and implementation of IMC programs.

Fill & Turnbull (2016) developed the Marketing Communications Planning Framework MCPF which is based on secondary research around various case studies of organisations implementing IMC by following similar steps. These similar steps were then refined into a framework for guided implementation recommended for other organisations.

Similarly Dahlén et al. (2010) have developed the CAMPAIGN model for development and implementation of IMC plan.

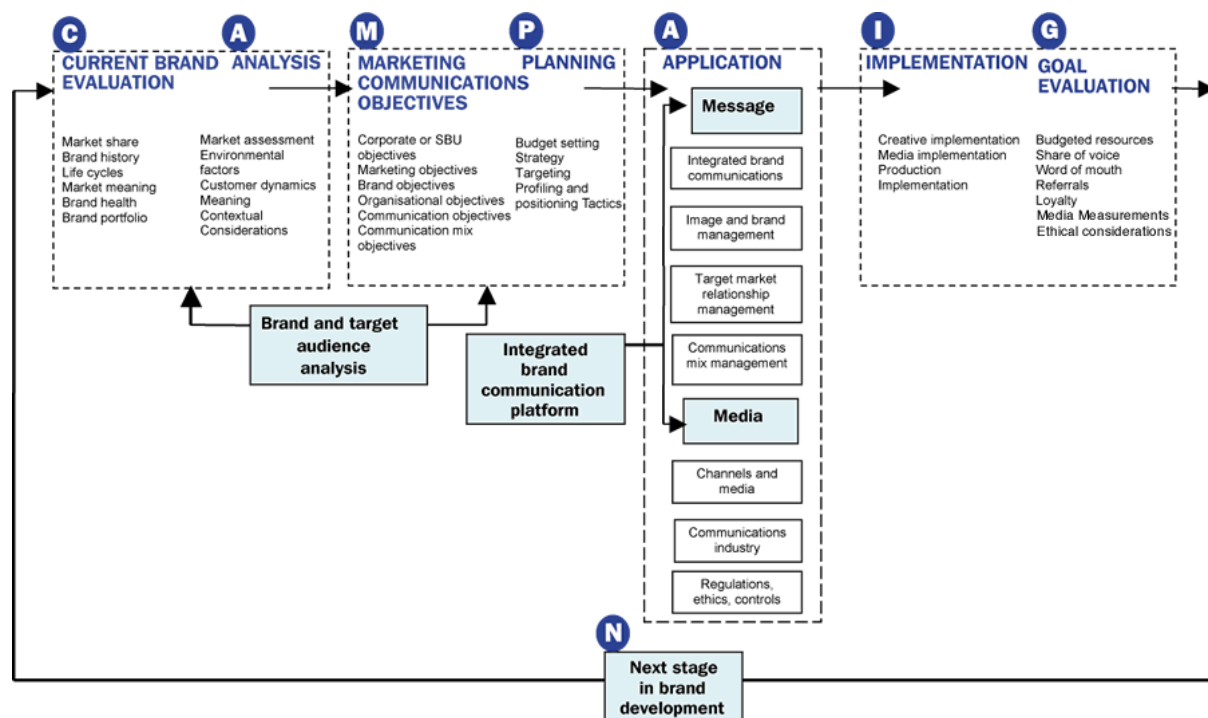


Figure 2.6 CAMPAIGN model for IMC plan (Dahlén et al., 2010)

The existence of both the MCPF and CAMPAIGN model in IMC literature represents an approach to understanding existing IMC practices to develop standard practice guidelines for future reference. Since the development of prescriptive frameworks in most disciplines precedes further study and eventual development of emergent approaches, these frameworks not only pave the way for guided practice but allow for further research and refinement.

2.5. AMBUSH MARKETING

Although sponsorship of sports is a highly desirable and potentially lucrative method of marketing promotion, the sponsorship of international sports is extremely

expensive. It is therefore only accessible to large multinational corporations and brands.

Ambush marketing is born out of the desire to capitalise on the brand exposure opportunities presented by the spectatorship and viewership generated by sporting events in a way that may cease these opportunities to some extent without necessarily incurring costs as large as those of sponsorship.

2.5.1. ORIGINS OF AMBUSH MARKETING

The origins of ambush marketing can be traced as far back in history as sponsorship itself. In ancient Greek and Roman civilisations, sport patronage and contributions were considered a prestige that granted the wealthy patrons a certain image benefit (Meenaghan, 1994). It is also noteworthy that sculptors of the time sculpted figurines of the sportsmen and gladiators who participated in these events and retailed them at the entrance of the coliseum.

In more recent history, the development of modern commercial sponsorship occurred in the latter half of the 20th century. The United States hosted the Olympic games of 1984 in the city of Los Angeles. An opportunity to become the exclusive film sponsor of the games was offered to Eastman Kodak Company at the cost of 1 million US dollars. Although the offer was for a quarter of the initial valuation of 4 million dollars, Kodak still turned it down. This prompted the Olympic organiser Peter Ueberroth to offer the deal to Kodak's Japanese rival Fuji Photo Film Company. Fuji, a brand seeking to gain more market share from its American rival in the US market quickly accepted the offer. This was a move that Fuji benefited from immensely at the time (Finnerty, 2000).

In an effort to compete with its rival over the brand exposure opportunity, Kodak became the sponsor of ABC television channel's broadcast of the games. Effectively ceasing all the advertising time around the event broadcast on the channel (Meenaghan, 1994). Additionally Kodak also became the official film supplier to the American track running team securing the right to have its logo on their uniforms.

Throughout literature this marketing campaign by Kodak is acknowledged as the first modern ambush marketing attempt. The methods employed by Kodak would later become the most common forms of ambush marketing. Although Fuji had entered the American market as early as the 1950s, at the time of the games Kodak was the US market leader with more than 90% market share. Fuji, its German competitor

Agfa and Japanese company Konica all shared fractions of the remaining market share. The sponsorship changed the market share in Fuji's favour. According to a 1985 market analysis Fuji's share had increased to 15% while Kodak's had dropped to 70% (Finnerty, 2000). This case is also noteworthy for its reversal of roles from the traditional ambush attempt where a market dominant brand becomes a sponsor and is ambushed by a smaller rival. In this case the market dominant brand became the ambusher after initially turning down the sponsorship allowing the smaller rival to step in. The resultant loss in market share despite ambushing is indicative of the fact that true commercial benefits might lie with sponsorship itself.

During the 1984 Olympics a brand rivalry between Visa and American express prompted American Express to employ similar ambush marketing practices against Visa. Visa had won the bid to become an official sponsor of the games outbidding American Express.

According to Meenaghan (1994) the term "ambush marketing" is credited to American Express head of marketing at the time Jerry C Welch who wrote an article describing the marketing tactics employed by American Express against its rival.

2.5.2. PROLIFERATION OF AMBUSH MARKETING

Ever since the inception of the term ambush marketing and inspired by the media attention generated by American Express and Kodak's ambush marketing activities, a myriad of brands of varying sizes from all industries have incorporated ambush marketing strategies into their marketing communications.

All Olympic Games since the 1984 Los Angeles games have seen ambush marketing from multiple brands. In addition to the Olympics, international sports events such as the FIFA world cup, the ICC cricket world cup, the Commonwealth games, Wimbledon, US open, French open and Australian open tennis tournaments and many other sports and athletics events of all sizes have been targeted by ambushers.

Although initially ambush marketing was a competitive effort identified by some form of a brand rivalry conducive to the motivations of the ambushing party, the intentions behind ambushing gradually widened to include brands with no competitor acting as sponsor. Such associative ad campaigns led to more creative and cost effective efforts from ambushers.

2.5.3. CONTEMPORARY CONCEPT OF AMBUSH MARKETING

Today ambush marketing is known more widely in the sports and marketing industries as a result of proliferation and research. However the issues of its legality and its validity as a marketing communications tool is still under debate in the industries due to varied opinions on its legitimacy and the wider issue of sponsorship rights and their protection and regulation attracting more research interest due to the larger financial value attached to it.

Contemporary ambush marketing efforts, in their nature and perceived motivation as well as benefits, have shifted away from the more traditional approach of utilising it as a competitive tool against a larger competitor a brand considers to be its rival. Modern ambush efforts are increasingly carried out by small innovative brands hoping to capture some of the hype surrounding big events to benefit their brand through indirect association (Anthony Carrillat et al., 2014).

2.5.4. COUNTER-AMBUSHING AND THE SPONSORSHIP INDUSTRY

With the proliferation of ambush marketing, defensive measures against ambushing have also constantly evolved. Each significant ambush effort prompts sponsors and event organisers as well as host nations to take increasing measures to safeguard the rights of official sponsors by identifying and closing down legal and technical loopholes that allow ambushers to exploit the event.

2.6. RESEARCH ON AMBUSH MARKETING

In conducting a review of the available literature on ambush marketing, a systematic approach was chosen. Systematic literature review has been used mainly in the fields of natural sciences but more recently it has been adopted into social sciences. Piątkowska et al. (2015) utilised the approach to conduct a review of literature on ambush marketing in sports.

Tranfield et al. (2003) state that a systematic literature review enables researchers to manage the diversity of knowledge for a specific academic enquiry. As ambush marketing is a complex multidisciplinary issue involving marketing, law, sports, psychology, ethics and other fields, a systematic literature review helped in organising and categorising previous research and making it available for in-depth review.

Tranfield et al. (2003) outline three main stages of systematic literature review. The first planning stage consists of outlining research area and creating a review protocol. The second stage of conducting the review involves choosing bibliographical databases, choosing subject literature and exclusion criteria and analysing the resultant texts. The third stage involves description of results in the form of a literature review report.

Of all available databases Business Source Premier, EBSCO and ISI Web of Knowledge were chosen for preliminary searches. A preliminary database search was conducted in January 2016, using keywords and was further refined by adding keywords in order to improve the relevance of the results generated. The results were from trade publications, academic journals, magazines, newspapers and market research reports.

Keywords	Business Source Premier	ISI Web of Knowledge	EBSCO	total
Ambush	1053	1328	668	3049
Ambush marketing	289	56	39	384
Ambush marketing + sport	160	36	18	214

Table 2.5: Ambush Marketing Literature across Chosen Databases

The keyword “ambush” generated highly irrelevant results. Further refinement was added by searching “ambush marketing” as one field. Although these 384 studies were all considered relevant and were examined, a further keyword of “sport” was added to increase the relevance of the search to this study’s particular context. The resulting 214 studies were further analysed by adding keywords in order to determine the spread of these works across various disciplines and their relevance to certain areas of interest.

Keywords (ambush marketing + Sport + ____)	Business Source Premier	EBSCO	Web of Knowledge
Conceptual framework	1	0	0
Typology	1	0	0
Consumer	20	6	21
Attitude	6	2	14
Sponsor	24	11	29
Event	29	10	29
FIFA	1	2	5
Olympics	14	7	5
Law	8	3	3
Legislation	7	1	4
Ethics	1	1	2

Table 2.6: Additional keyword Searches

The resulting total number of studies in this table is higher than 214. This was found to be largely due to repetition. The actual number of works distributed here was lower and repetitions were excluded as and when they were found.

An in-depth study of these articles highlighted four main areas of enquiry within the available research on ambush marketing.

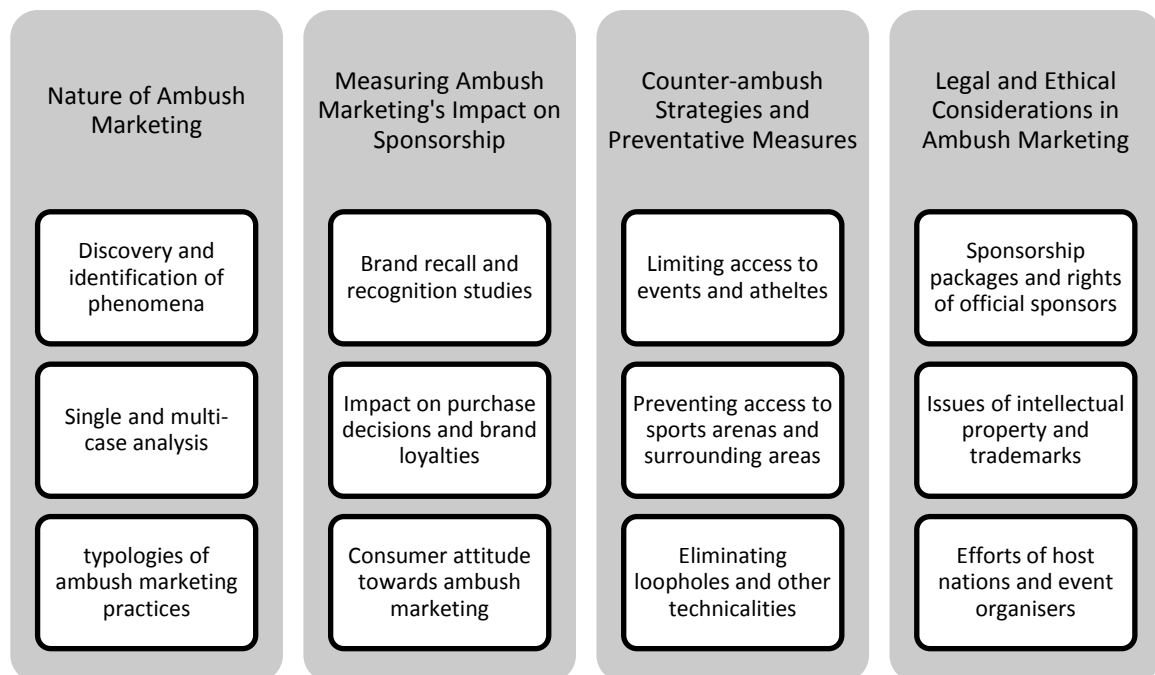


Figure 2.5: Research on Ambush Marketing

2.7. NATURE OF AMBUSH MARKETING

Ambush marketing has been linked to sports throughout available research. There is visual evidence of ambush marketing around major film releases, ranging from display of posters and merchandise to production of the so-called “Mockbuster” a low budget production borrowing name, themes and plot from a major production. However the research on the phenomenon is linked to the discussion of sports sponsorship as it is perceived as either a reaction to or a threat to corporate sponsorship of sports. This link has influenced the identification of the concept as being an attempt to capture sponsorship related benefits.

Sandler & Shani (1989b) in one of the earliest works on the subject highlighted the shift in the treatment of sponsorship by companies taking part in such activities. As a result of the high costs involved in becoming sponsors towards the end of the 1980s, companies started looking at sponsorship less as a form of corporate social behaviour and more as an equal competitor for promotion budgets with the other components of the promotion mix.

Sandler & Shani (1989b) further highlighted the high possible costs involved in ambushing an event and argued that such costly promotions represent a planned effort by a firm to become an ambusher and not ad-hoc or one-shot ads or commercials.

This concept of a planned ambush was reflected in their attempt to define ambush marketing as *“a planned effort by an organisation to associate itself indirectly with an event in order to gain at least some of the recognition and benefits associated with being an official sponsor”* (Sandler & Shani, 1989b). This view of ambush marketing has been held by most subsequent authors with the changes reflecting either changing attitude towards or use of ambush practices.

According to Meenaghan (1994) buying sponsorship rights allows sponsors to reflect the attention and interest in sports shared by the public. They acquire the right to associate with a sponsored property and use supporting promotional opportunities to draw public interest and involvement. Meenaghan (1994) indicates that although the term ambush marketing was initially coined to describe attempts by companies to associate themselves with a sporting event without paying the appropriate sponsorship fee and acquiring the right to associate, it has since expanded to

include completely legitimate and morally correct ways to capture a share of public attention generated by an event.

Crompton (2004b) agreed with Sandler & Shani (1989b) that costs involved in ambushing can be high contrary to the belief that ambushers get away with sponsorship benefits at a fraction of the price. Therefore ambushing does not reflect an ad-hoc or one-off decision rather a well-planned effort.

However contrary to Meenaghan's (1994) assertion of legitimate ambush being a wider concept than sponsor targeting, Crompton (2004b) once again described ambush marketing as "parasitic marketing" commenting on how like a parasite that attaches itself to a host, it takes nourishment from an event without giving anything back like a sponsor, and weakening it in the process. This view of ambush marketing as being competitive reflected in defining ambush marketing as *"a company's intentional efforts to weaken or 'ambush' its competitor's official sponsorship by engaging in promotions and advertising that trade off the event or property's goodwill while seeking to confuse the buying public as to which company really holds official sponsorship rights"* (Crompton, 2004b). He further argued that as exposure per se can be achieved by regular advertising, the purpose of ambushing has to be creating misconception in the consumer's mind regarding the true identity of the sponsor.

Chadwick & Burton (2011) once again asserted that in retrospect the majority of ambush marketing cases and the tactics they employed were intended not to confuse or distract audiences from a sponsor's legitimate link. They concluded that ambush marketing was a broader benefit-driven activity.

Throughout literature ambush marketing has seemingly divided opinion into two distinct schools of thought. While some researchers view ambush marketing as a distraction tactic designed to weaken the value of the sponsorship package bought by a direct competitor, others hold the opinion that it is a broader set of activities with participation and associative benefits being the main objectives.

Furthermore research is also divided between an opportunistic, ad-hoc view of ambushing and the assertion that the time and money spent on ambushing suggests it is a planned strategy.

2.8. TYPOLOGIES OF AMBUSH MARKETING

Typologies of ambush marketing in extant literature are the least researched area. A conceptual understanding of the phenomenon requires a comprehensive identification and understanding of all forms in which it occurs. In ambush literature to date, only a handful of researchers (Chadwick & Burton, 2011; Crompton, 2004b; Meenaghan, 1994) have focused on analysing attempts at ambush marketing in order to differentiate and categorise them into typologies.

The first reported cases of ambushing between prominent brands such as Fuji vs. Kodak and American Express vs. Visa received wide media coverage and remained in the media due to follow-up activities of both ambushers and the ambushed parties. Soon after, other brands started implementing similar strategies around sporting events without becoming official sponsors.

In the 1988 winter Olympics the rivalry between Visa and American Express continued with American Express ambushing VISA, the official sponsor of the games. The rivalry between Kodak and Fuji saw a reversal of roles with Kodak winning the sponsorship bid and Fuji ambushing its competitor. Fuji sponsored the American swim team and used the sponsorship to create highly visible campaigns (Bayless, 1988).

In another high profile case, Wendy's pursued a similar strategy to ambush rival McDonald's who paid a hefty sponsorship fee to associate itself with the 1988 winter Olympics. Wendy's featured ski-racing posters across its restaurants and used tray liners with stories of Olympic athletes. The main component of the ambush however was the sponsorship of ABC network's broadcast of the winter Olympics (Sandler & Shani, 1989b).

Sandler & Shani (1989b) also reported that in the games, there was a prominent ambusher for every sponsor with some kind of ambush strategy in place. Subsequently in the early 1990s there were increasing cases of ambush alongside every major sporting event.

2.8.1. MEENAGHAN'S AND CROMPTON'S COMBINED TYPOLOGIES

Meenaghan (1994) first attempted to analyse existing cases of ambushing in order to develop a typology. Meenaghan identified four distinct methods of ambush marketing as well as various other existing and possible ambush methods. A decade later,

Crompton (2004b) expanded upon this initial typology by adding three more distinct methods of ambush. The combined typologies of Meenaghan and Crompton are as follows.

1. Event Broadcast Sponsorship

Opportunities to fund the broadcast of a sports event come without any obligation to sponsor the event itself. They are an effort by broadcast networks to raise money for and profit from the broadcast of an event. The opportunity is a legitimate form of sponsorship in itself but for rivals of sponsoring brands and those who cannot afford the full price of event sponsorship but may be able to afford the broadcast sponsorship, it represents a major way of ambushing. Since the audience of the broadcast is often much larger than the audience at an arena, the opportunity allows ambusher access to a vast majority of the target market with the sponsor only having increased access to the live audience of the event. In the 1990 football world cup, all six American broadcast sponsors were rivals of official event sponsors (Meenaghan, 1994).

2. Event Subcategory Sponsorship

Countries, Federations, teams and clubs participating in events such as the Olympics need to raise funds in order to cover the expenses of participating. These packages represent an effective way for ambushers to associate with events without paying the much larger sponsorship fee at the top tier of event sponsorship.

By sponsoring a smaller entity such as a swimming team or a hockey team, an ambusher earns the right to associate with the event in which they are participating. In this case the ambusher's influence is only limited to the place where the team is located, as opposed to the global access of the official sponsor. In order to ambush the sponsor on a global scale the ambusher would need to put a sponsorship strategy in place in every country where the event would be seen. This represents a monumental task and an amount of money that could possibly be larger than the official sponsorship fee itself.

Therefore this strategy reflects less a desire to undermine an official sponsor's package and more a desire to associate with the event in only one location where the ambusher's target market is located. A prominent example of this is Pepsi's

sponsorship of the Brazilian football team in the 1990 football world cup (Meenaghan, 1994).

3. Buying Advertising time around Event Broadcasts

Ambushers in the past were able to significantly increase their brand's visibility during a sporting event by buying out ad timeslots around the broadcast of the event or its highlights. However since the early 1990s this method has reduced because of broadcasters having to offer these slots to official event sponsors as part of their broadcast agreement compliance. It is only when a sponsor turns down available ad space that broadcasters have the option to look at other companies. In most cases, sponsors buy as much ad time available to them in order to implement the supporting promotional activities contained within their sponsorship activation package.

4. Increasing Non-sponsorship Promotions Parallel to an Event

An ambusher can simply increase its advertising budget around an event to have more ads featured in various media before, during and after the event. This is a way to increase the likelihood of capturing a bigger general share of voice surrounding an event without risking a more intrusive ambush strategy.

5. Buying Ad Space in Geographical Proximity

In a high profile ambush Nike bought out all billboards in the city of Atlanta and created a sports village across the street from the Olympic Venue of the 1996 Olympic Games (Portlock & Rose, 2009). In a reaction to Nike's overwhelming ambush efforts, the Olympic Organising Committee OIC in subsequent years added a condition for the host cities to secure all billboards and ad spaces in the candidate city throughout the calendar month in which the games are to be held.

6. Thematic Similarity and Allusions in Advertising

Imagery and thematic elements as well as national and local monuments, heritage, culture, languages etc. all carry some significance in terms of alluding to an event that is linked to them through shared history or congruence. Certain countries such as Brazil, England, etc. are known for their passionate connection with football.

Countries like Pakistan, India, Sri Lanka, South Africa and Australia are associated strongly with cricket. These and other similarities and shared identities can be utilized by ambushers to allude to certain sporting events that are already in the public's consciousness without the need for mentioning them explicitly.

A prominent example of this type of ambush is Foster's "Swing Low, Sweet Carryout" campaign in the UK during the 1999 Rugby World Cup. In an attempt to ambush rival beer company Stein Lager, Fosters ran a campaign that parodied the England rugby team's anthem "Swing low sweet chariot" (Crompton, 2004b).

7. Creating Counter Attractions

A counter attraction is an event in geographical proximity to a sporting event organised by an ambusher to capture focus of the visiting spectators and local residents of the host city.

In Australia, the automaker Holden launched a blimp it named the Big Red Airship over Sydney. The highly visible craft hovered over several events being held in the city including the AFL finals (Edmund, 2007).

When Anheuser-Busch was prohibited from bringing their Clydesdale horses into a Rodeo sponsored by Miller beer the company diverting attention of the people and media away from the rodeo by organising the horses' visit to the same city on the same day as the rodeo (Crompton, 2004b).

2.8.2. BURTON & CHADWICK'S TYPOLOGIES

Chadwick & Burton (2011) compiled an extensive database of known ambush marketing activities in order to classify them into a typology. In a different approach to previous typology studies, they identified types based on the nature and implication of these cases rather than the methods and strategies employed. Their larger typologies divide ambushing into three main categories direct, associative and incidental ambush marketing. These categories are further subdivided into more specific types.

	Ambush Strategy	Definition	Example
Direct Ambush Strategies	Predatory Ambush	Intentional attack on a rival's official sponsorship in an effort to confuse consumers	Heineken, UEFA 2008 Heineken distributed branded hats to Dutch fans on their way to Bern. They also created ads depicting Dutch fans traveling to Switzerland.
	Coattail Ambush	Direct association with an event through legitimate sponsoring of participants	Nike Beijing Olympics, 2008 When Nike backed athlete Liu Xiang was injured during the games, Nike used his image to feature a full page ad in all major Beijing newspapers
	Property Infringement	Intentional use of trademarks and other intellectual property thereby infringing on the event's rules and regulations	Unibet, UEFA 2008 Unibet featured the words "Euro 2008" and football in their Polish magazine advertisements.
Associative Ambush Strategies	Sponsor-self Ambush	Over extending the sponsorship activities beyond the stipulated limits of a sponsorship package thereby ambushing other sponsors	Carlsberg, UEFA 2008 Carlsberg over-distributed branded merchandize including headbands, fake hair t-shirts etc. overshadowing the efforts of other sponsors.
	Associative Ambush	The use of imagery and terminology that alludes to an organisation having links to a sporting event or property without making specific references or implying official relationship	Nike, Beijing Olympics 2008 Nike heavily featured the number 8, the Chinese symbol of luck as well as a symbol for the Olympics held on (08/08/08).
	Distractive Ambush	Creating a presence or disruption in the physical proximity to an event without any specific references in order to gain the audience's attention	Bentley, The Open Championship 2008 Bentley displayed a row of its cars outside the Hillside Golf Club which is located adjacent to the Royal Birkdale where the tournament was hosted. Ambushing rival and sponsor Lexus.
	Values Ambush	The use of an event's central theme or value in order to imply a relationship	Puma, European Championships 2008 Puma promoted their line of footballs throughout the summer of 2008 with the tagline "Summer 2008: Together Everywhere" a direct reference to the games.
	Insurgent Ambush	Surprise one-off promotions or giveaways at an event to gain maximum awareness with minimum investment	K-Swiss, French Open 2008 K-Swiss ambushed rivals Lacoste and guerrilla with a giant purple tennis ball with its logo crashed on top of a car by the roadside en-route to Roland Garros.
	Parallel Property Ambush	Creation of sponsorship of a rival event similar to the main event thereby associating with the sport	Nike Human Race, International 2008 Nike organised a massive event covering 24 cities across the world starting 7 days after the Olympics and promoted it during the games.
Incidental Ambush Activities	Unintentional Ambush	Incorrect consumer recognition of an unrelated brand as an official sponsor based on previous or assumed relationship to an event	Speedo, Beijing Olympics 2008 Speedo gained attention for their brand after the success of swimmers wearing their swimsuits.
	Saturation Ambush	Strategic increase in the amount of marketing communications around the time of an event	Lucozade, Beijing Olympics 2008 The drink increased its marketing communications considerably during the event and featured several sports related to the Olympic.

Table 2.7: Chadwick & Burton (2011) Ambush Marketing Typologies

A critical review of these typologies reveals some difficulties in differentiating certain real world ambush cases and assigning them to specific types within both typologies. In 2014, KFC launched its “Flavours of Brazil” marketing campaign in the UK parallel to the FIFA world cup being held in Brazil. The campaign included billboards, in-store promotions and a 40 second TV ad that ran before, during and after the FIFA world cup. It’s of particular note that within Meenaghan and Crompton’s related typologies this particular ambush can be categorised as “Creating ads with similar themes”, “Increasing promotional activity parallel to the event” or “Purchasing advertising time around the event broadcast”.

Furthermore in Burton and Chadwick’s typology, KFC’s campaign satisfies the definitions of predatory ambush, associative ambush and values ambush at the same time. Hence this recent ambush represents how an analysis of previous and existing ambush attempts will result in an ever-evolving typology which will grow in size with every new form of ambush employed.

2.9. MEASURING AMBUSH MARKETING’S IMPACT ON SPONSORSHIP

In available literature on ambush marketing to date, numerous studies have been conducted to quantify the impact ambush marketing has on sponsorship packages as well as the public’s perception of ambush marketing.

The majority of the research in this area of enquiry has been conducted from the sponsor’s perspective and has focused on quantifying the impact ambush marketing has on sponsorship. Researchers such as Sandler & Shani (1989b), Meenaghan (1998), Shani & Sandler (1998), McDaniel & Kinney (1998a), Lyberger & McCarthy (2001), Seguin et al. (2005), Portlock & Rose (2009), Koenigstorfer & Groeppel-Klein (2012), Anthony Carrillat et al. (2014) and Dickson et al. (2014) all reported difficulties of consumers in distinguishing ambushers from sponsors. However there is no consensus on the cause of this confusion. Various possibilities are discussed such as the apparent functional or image similarities between the event and ambushing brand, the recency of the event, interest and loyalty towards the sport, the gender of the consumer and the prominence of these brands because of unrelated advertising. Most of these studies used a major sporting event to conduct

their data collection among the spectators and regarding their official sponsors and ambushers.

Sandler & Shani (1989b) chose the 1988 Winter Olympics in Canada to evaluate the effectiveness of sponsorship and ambush marketing. For their research they divided companies into three categories of sponsors, ambushers and others. Questionnaires were designed to test “recall” by asking participants to list the sponsors and “recognition” by asking them to identify sponsors from given options. They found that just over 20% of respondents recalled the correct sponsors whereas 39% recognised the sponsor from given options. They further found that out of the 7 product categories they analysed, respondents identified on average 1.43 ambushers as sponsors. However they noted that this was lower than the average of 1.55 unrelated “other” companies that were identified as sponsors.

Meenaghan (1998) evaluated the extant research on consumer attitudes and discussed the importance of consumers’ emotional involvement with an event and their knowledge of the benefits brought by official sponsors as opposed to the ambushers as a potential determinant of their attitudes towards ambushers of that event. Meenaghan suggested that fans are more likely to identify the sponsors of their favourite teams or clubs rather than the sponsors of the event in which they compete. Where consumers know the benefits the sponsor brings to their team, they are more likely to have a negative attitude towards the ambusher.

McDaniel & Kinney (1998b) adopted an experimental methodology to evaluate the impact of gender and recency on consumer’s correct brand recall. They reported that recency of exposure can influence recall or recognition of an official sponsor. However they found no difference in brand recall or recognition between male and female respondents.

Seguin et al. (2005) studied interest in Olympics, awareness of Olympic sponsorship, intent to purchase and attitudes to ambush marketing on a large multinational sample. They found that Nike, a non-sponsor was frequently ranked among the first 4 recalled sponsors of the Olympics. They also found that Coca Cola, McDonald’s and VISA, three long-term sponsors were identified correctly indicating long-term investment was key to gaining advantages associated with sponsor awareness. Their research further showed that 88% of the respondents from USA, Canada and France were unaware of the practice of Ambush Marketing. However over 50% agreed that such practice would be unfair towards official sponsors.

Portlock & Rose (2009) developed a framework for “event connected brand recognition” in order to test consumer’s brand recall of the 2006 FIFA world cup sponsors and ambushers.

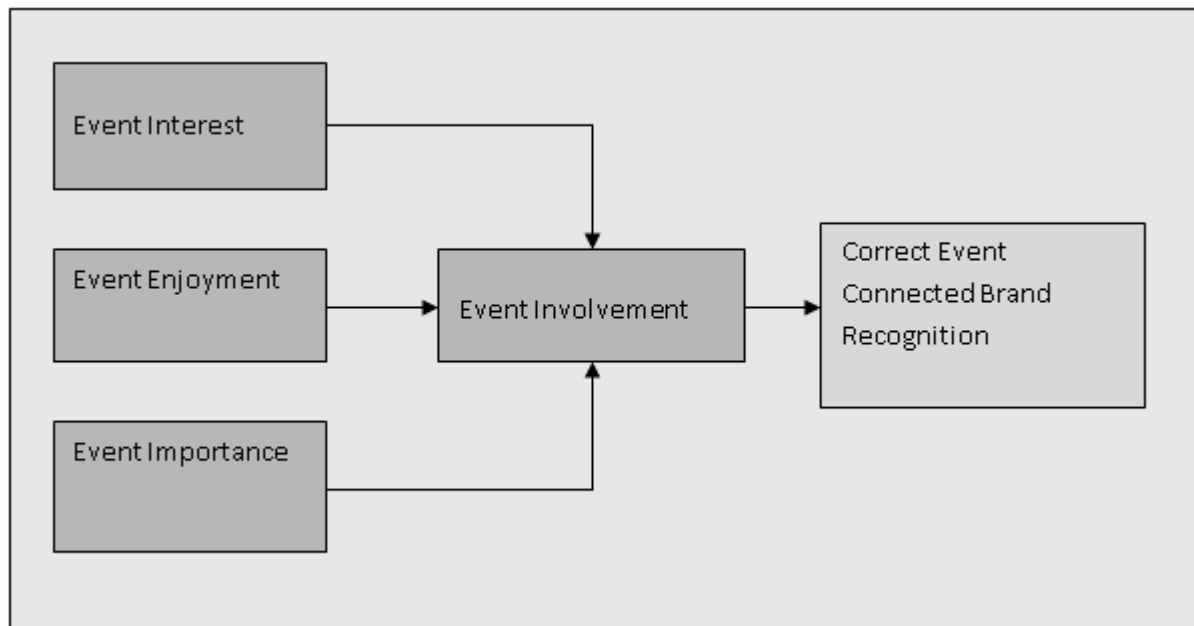


Figure 2.6: Event Connected brand Recognition (Portlock & Rose, 2009)

They also retested consumer attitudes based on Sandler and Shani’s (1989) inquiry. Their longitudinal study found that majority of respondents recalled sponsors correctly. They further found that their respondents were much more tolerant of ambush marketing as compared to the respondents of earlier studies.

Further studies by Koenigstorfer & Groeppel-Klein (2012) and Dickson et al. (2014), the latter utilizing the above model once again, also reported higher recognition of official sponsors as opposed to ambushers.

All studies conducted in this area of enquiry present, with slight variations, an abundance of evidence that official sponsors are able to communicate their association to the sponsored event more effectively than ambushers. The only exceptions are ambushing brands that invest heavily in their ambush marketing efforts and have significant functional and image similarities with the event. Only one major brand “Nike” is repeatedly recognised as a sponsor despite being an ambusher.

2.10. COUNTER-AMBUSH STRATEGIES AND PREVENTATIVE MEASURES

This area of research comprises of studies conducted in order to recommend ways of limiting ambush marketing and strengthening sports sponsorship packages. Researchers have adopted a number of different methodological designs to determine which strategies are effective in preventing ambush marketing and what measures can be taken by event organisers and sponsors to limit ambusher access. Furthermore studies conducted into the effectiveness of sponsorship and impact of ambush marketing discussed earlier also recommend ways to prevent ambush as they are also concerned with protecting sponsorship value and the event property. Meenaghan (1994) highlighted the reactive nature of sponsor and event organiser learning process in order to deal with ambush marketing. He pointed out five strategies that could potentially limit ambush marketing that were later reiterated by Crompton (2004b).

Author/s	Preventative Measures
Meenaghan (1994)	<ol style="list-style-type: none"> 1. Sponsors should pressurise event organisers to protect their events against ambushers. 2. Event sponsorship should be linked to preferential consideration for broadcast sponsorship opportunities. 3. Sponsors should better anticipate potential competitive promotions. 4. Sponsors should fully exploit the sponsorship rights they secured. 5. Sponsors can resort to legal action against either ambushers or event organisers if their sponsorship does not generate desired outcomes.
Crompton (2004b)	<ol style="list-style-type: none"> 1. Preventing competitors from accessing blocks of tickets and offering them as prizes. 2. Linking event and sponsor sites online to avoid diversions. 3. Prohibiting broadcast partners from subletting their rights to broadcast sponsors. 4. Having host cities and venues ban advertising from competitors of sponsors. 5. Making full use of the event's promotional platform.

Table 2.8: Ambush Prevention Measures in Meenaghan (1994) and Crompton (2004b)

Dalakas et al. (2004) argued that consumers have little motivation to educate themselves about ambush marketing and distinguish between sponsors and ambushers. They suggested that increasing consumers' awareness of ambush marketing as a communication tactic may reduce the possibility of ambush attempts going unnoticed. McKelvey & Grady (2008) incorporated educating audiences regarding ambushers into their prevention measures. They also emphasized that the high cost of corporate sponsorship of sports as well as the high audience numbers generated by big events means that sports organisers must take proactive measures to protect the integrity and financial viability of the event. Adopting proactive strategies will not only fulfil contractual obligations but also serve to strengthen the event-brand relationship and goodwill. However they also pointed out that the intricacy and complexity of sponsorship rights agreements and the legal grey area in which ambushing operates combined with the creativity of ambushers makes it impossible for event organisers to offer ambush-proof events. They outlined the following sponsorship program protection strategies.

Author/s	Preventative Measures
McKelvey & Grady (2008)	<ol style="list-style-type: none"> 1. Pre-event education and public relations initiatives 2. Ambush marketing patrols 3. Covering of non-sponsor logos 4. Securing commercial inventory 5. Controlling access to ticket blocks and hospitality opportunities 6. Establishment of clean zones 7. Contractual prohibitions in participant agreements and spectator tickets 8. Ambush protection in the bid city process 9. Enactment of trademark protection legislation

Table 2.9: Ambush Prevention Measures in McKelvey & Grady (2008)

However recent literature points to a backfire effect on counter-ambushing strategies for the sponsor brand and the event organisers. Humphreys et al. (2010) suggested that counter-ambushing strategies from sponsors may have the unintended effect of strengthening the ambusher-event relationship in the audience's memory. This is supported in the findings of Mazodier et al. (2012a) who adopted an experimental approach to measure the effectiveness of ambush disclosure on the consumer's attitudes towards the ambushers and sponsors. They found that such activities can

greatly influence negative perceptions among the audience towards the ambusher's brand. However they also warned that over-indulging in such activities can generate an over-arching cynicism from the audiences towards all brands including the official sponsors as they view sponsor and ambusher brands as being similar.

The London Organising committee for the Olympic Games LOCOG was formed after London won the bid to host the 2012 Olympic Games. The committee set out to create ambush-proof Olympics by taking steps to protect related terminologies and imagery. The London Olympic and Paralympic Games Act was passed in 2006. Hartland & Williams-Burnett (2012) concluded that as a result of the over-protective measures put in place by the LOCOG 2.2 million potential infringements of the London Olympic and Paralympic Games Act of 2006 were found. They suggested that the measures put in place to protect the London 2012 Olympic brand were a step too far and that attempts at minimising the practice of ambush marketing should not be pursued by the LOCOG.

Literature in recent years has clearly moved towards warning against over-application of ambush protection strategies. The wide range of ambush marketing activities means that where some ambushes are clear and direct infringements of the event brand, most are indirect and creative ways of raising brand awareness and achieving consumer recognition. Limiting such activities not only stretches the legal reach of the event organisers and sponsors beyond what is considered a reasonable desire to protect their interests, it is increasingly shown to negatively impact both the ambusher and the sponsor's own brand.

2.11. LEGAL AND ETHICAL CONSIDERATIONS IN AMBUSH MARKETING

Research in the legal status of ambush marketing mostly focuses on the effectiveness of legislature as a protection strategy against ambush of major international events such as the Olympics and FIFA World Cup.

The Atlanta 1996 Olympic games, at the time, were the most hyped and highly commercialised Olympic games in history (McKelvey & Grady, 2008). They were also targeted by the most ambitious ambush marketing strategies including Nike's multi-million dollar "Nike Village" adjacent to the Olympic venue and buying out all available billboards in the city (Meenaghan, 1998). Although protection of intellectual

property is already provided for in the legislature of all potential host nations of the Olympics that abide by the Berne Convention and the Nairobi Treaty (Jacob, 2001; Ricketson, 1987). Ambush marketing at the 1996 games and at others over the decades prompted the International Olympic Committee IOC to insist that host nations and cities of the games must create specific statutory provisions in their national legislature to deal with ambush marketing (James & Osborn, 2015).

In 1996 Sydney, Australia won the bid to host the next games of 2000 and due to demand from the IOC to enact ambush marketing legislation became the first host city to implement specific provisions to deal with Olympic ambushers.

The Sydney 2000 Games Protection Act 1996, under subsection 9 prohibits *“the use of any visual or oral representations that, without prior authorisation, suggest to a reasonable person a connection with Sydney 2000”* (Curthoys & Kendall, 2001). The Sydney Organising Committee of the Olympic Games created a list of words and phrases that could not be used without prior authorisation. The above legislation gave a quasi-trademark status to the items in this list and their use could lead to an injunction or damages claim. James & Osborn (2015) note that since the act resulted in no infringement proceedings, the IOC came to regard such measures as preventative. However they argue that it ambush marketing was simply not prevalent in Australia at the time. Regardless, the IOC insisted on the implementation of similar legislation in all subsequent host cities of Athens, Beijing, London and Rio de Janeiro as well as hosts of Winter Olympics.

The Olympic and Paralympic Marks Act 2007 was enacted by the Canadian Government for the 2010 Winter Olympics in Vancouver. This act under its subsection 3 similarly prohibited the use of *“any mark that so nearly resembles the Olympic mark as to be likely to be mistaken for it or any translation thereof”* (Scassa, 2008). Furthermore it also included a list of prohibited terms under subsection 4. However the most notable case of ambush marketing at those Olympics was the launch of a clothing range by a sportswear manufacturer Lululemon which outmanoeuvred the legislation by avoiding the use of any such terms and created a lawful ambush strategy (James & Osborn, 2015).

Similarly Nike was able to outmanoeuvre the London Olympic and Paralympic Act 2006 to successfully ambush the London 2012 Olympics. Nike was even able to incorporate the word “London” protected by the legislation by simply using it to refer to towns named London elsewhere in the world such as Nigeria and Canada (Segal,

2012). Nike had already used a similar strategy to successfully ambush the 2010 FIFA World Cup.

The avoidance of trademark terminology and imagery has been repeatedly observed as being a simple tactic ambushers are able to use in order to remain within legal limitations. In the absence of unlawful breach of copyrights and trademarks, these legislative measures offer limited protection against imaginative and creative ambush marketing practices.

The question of whether ambush marketing is morally and ethically justifiable is answered differently by the various parties involved in the issue. The three main perspectives to consider in this case are

1. The event organising body
2. The official sponsor
3. The ambusher

The event organisers are tasked with raising capital to make the event a reality. This enormous cost of organising a big event is partly raised by offering sponsorship packages to willing national and multinational companies. The organisers are able to sell these sponsorship packages because of their perceived benefits to the sponsoring brands. Ambushers attempt to bypass the purchase of sponsorship rights from the event organisers and directly access the perceived benefits through indirect association. As the event organisers sees the benefits of associating with its event as their property, from their perspective the practice of ambush is immoral as it accesses these benefits like a parasite without offering anything in return (Crompton, 2004b).

The companies at the top tier of sponsorship are usually large multinational brands with a global target market. One of the benefits of sponsoring big events, further to the sponsorship benefits discussed earlier in this chapter, is the simultaneous marketing communications in multiple markets. These benefits justify the enormous cost of sponsorship. The cost of sponsoring the 2012 Olympics to Adidas was around \$62 million. Ambushers attempt to capture the benefits of becoming official sponsors without spending nearly as much as sponsors. Therefore sponsors and researchers studying ambush marketing for the benefit of sponsors perceive ambushing as unethical.

The true intentions of ambushers have so far not been discussed and there is no direct research on the motivations and perceived benefits of ambush marketing from

the perspective of ambushers. However considering the simple issue of profitability, competitive marketing and responsibility towards stakeholders, it cannot be denied that ambushers have a right and even a responsibility to explore creative and cost effective marketing opportunities. This view of ambushing is in line with the Kantian Moral Theory, proposed by German philosopher Immanuel Kant. The theory suggests that the only motivation for a moral action is obligation and that people's actions are not only in accordance with obligation but they are for the sake of obligation (Arnold et al., 2010). However the utilitarian theories regarding business ethics look at a decision as moral if it results in the greatest good for the greatest number of people (Meenaghan, 1996). Thus from a utilitarian perspective, ambush marketers do not consider the greater good of all those involved but only the good of their own brand.

2.12. RESEARCH GAP

Ambush marketing is an alternative to corporate sponsorship. As discussed earlier, this is due to the relatively high costs of sponsorship. Therefore, significant similarities also exist in the way both concepts have been researched. Review of extant literature on corporate sponsorship and ambush marketing is represented in figure 1 and figure 4 respectively. A comparison of the two highlights gaps in ambush marketing research.

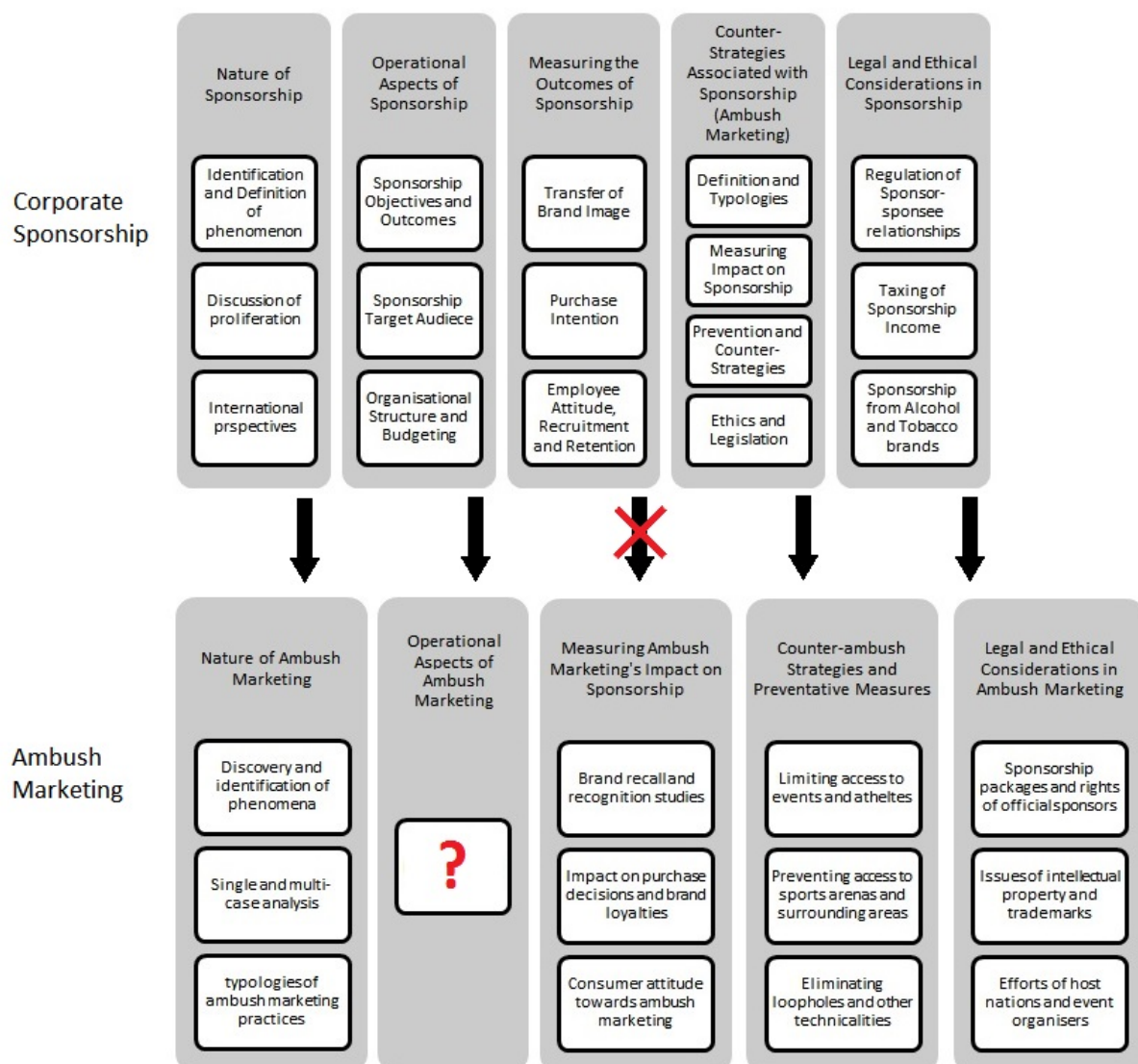


Figure 2.7: Comparison of Available Literature on Sponsorship and Ambush Marketing

While the above comparison reveals research on both phenomena has focused on nature of the phenomena, counter-strategies and legal and ethical considerations, it also indicates a critical dearth in research in the following aspects of ambush marketing.

1. There is no research on the operational aspects of ambush marketing such as objectives and outcomes of ambushing, budgeting, organisational structure etc.
2. There is no research that measures the extent to which outcomes of ambush marketing are achieved by ambushers; instead research has focused on measuring the impact presence of ambush marketing has on sponsorship.

Sandler & Shani (1989a) provided an initial identification and definition for ambush marketing by exploring the known instances of ambushing at the time. They defined ambush marketing as “a planned effort by an organisation to associate themselves with an event in order to gain at least some of the recognition and benefits associated with being an official sponsor” (Sandler & Shani, 1989a). Their research aimed at testing the recall and recognition of official sponsors by the audience of 1988 Winter Olympics. Although their findings indicated that official sponsors achieved a significantly higher level of awareness than ambushers and others, they recommended that further research should focus on discussing the benefits ambushers gain from the practice and which ambush methods are more effective. However no research has been carried out in this direction.

Research in corporate sponsorship focused on the objectives of sponsors and outcomes of sponsoring events (Hoek et al., 1990; Kuzma et al., 1993; Marshall & Cook, 1992; Mount & Niro, 1995; Polonsky, 1996). These studies adopted an exploratory approach to gathering qualitative data from direct contact with sponsors in order to ascertain what benefits are sought from sponsorship as well as other operational aspects such as budgeting and the significance of organisational structures in sponsoring organisations. There is a distinct lack of any such research into ambush marketing. The true objectives set by ambushers and their expectations of the outcomes of their strategies have never been discussed. Direct enquiries into ambush marketing from the perspective of ambushers themselves have not been made.

The aforementioned research in sponsorship also facilitated further quantitative research into the measurement of the outcomes of sponsorship. Outcomes such as transfer of brand image, purchase intentions and internal benefits have been measured in subsequent research as a result of these preliminary enquiries. On the other hand, due to the dearth in research regarding the objectives and outcomes of

ambush marketing, research measuring the extent to which any such outcomes are achieved is also absent in ambush marketing literature. Instead the research here has focused on the extent to which ambush marketing is detrimental to sponsorship. The outcomes of successful ambush marketing for ambushers have not been discussed.

In addition to Sandler & Shani's (1989a) recommendations for future research, the following unanswered questions also remain in ambush marketing research.

Research	Recommendations for future Research
Sandler & Shani (1989a)	What benefits do ambushers gain from being identified as sponsors? Do consumer attitudes towards sponsors translate into (purchase) behaviour? What is the most effective way to ambush?
(Meenaghan, 1994)	Is ambushing to some extent counter-productive, in that members of the event audience, particularly loyal fans, perceive the ambushers negatively?
(Meenaghan, 1998)	Do emotional involvement of consumers with events and their knowledge of sponsor's contribution affect their attitudes towards ambushers?
(McDaniel & Kinney, 1998b)	Future research should not seek to cast judgement on the practice of ambush marketing but as with other forms of scholarship, attempt to lend an objective understanding to this under researched marketing communications phenomenon.
(Seguin et al., 2005)	Comprehensive market research should be undertaken to assess the relationship between consumer's understanding of sponsorship and consumer behaviour. Further research should be implemented to identify and define attribute-value linkages specific to consumer awareness and intent to purchase.
(Portlock & Rose, 2009)	We conclude that a review is required of the definition of ambush marketing given that the consumers have an increasingly sophisticated understanding of marketing associated with major sports events.
(Humphreys et al., 2010)	Insight into the impact of a variety of counter-ambush responses, ranging from harsh reactions (legal action) to ambushing education and sponsorship leveraging or silence would be valuable directions for future research.
(Mazodier et al., 2012a)	Our findings that ambushers could suffer some damage to their brands in case of disclosure open new and exciting avenues for future research.
(Koenigstorfer & Groeppel-Klein, 2012)	Future research may address the question of how unconscious processes contribute to the awareness of sponsors versus ambushers. Future research may also be devoted to find out whether consumers feel constrained by over-protective event owners.
(Hartland & Williams-Burnett, 2012)	Future research could be undertaken to track legal actions by event organisers in pursuit of the protection of their event's brand.
(Anthony Carrillat et al., 2014)	Exploring the impact of new media on ambush marketing influence over sponsor and ambusher identification is a key avenue for future knowledge generation in this area.
(Dickson et al., 2014)	The development of an improved scale to measure attitudes to ambush marketing is necessary. an improved scale will provide researchers an improved capacity to quantify consumer attitudes towards ambush marketing.

Table 2.10: Recommendations for Future Research in extant Literature

According to Thornhill et al. (2008) the identification of a research idea or gap can come from a review of the recommendations for future research found in previously published research in the area. Among the above recommendations, (Dickson et al., 2014; Mazodier et al., 2012b; McDaniel & Kinney, 1998a; Portlock & Rose, 2009; Sandler & Shani, 1989a) all point to an absence of unbiased study of ambush marketing within its own context.

Others like Yin (2014) and Farquhar (2012) indicate that the research gap can be found in what is simply missing from literature. According to them, the identification of unexplored avenues in literature supports exploratory research into these possible directions. The review of literature clearly indicates that to date no research has been conducted that explores the concept of ambush marketing by isolating it from sponsorship and investigating it as a marketing promotions alternative that is a potential candidate for a brand's marketing mix.

This study will focus on the research gap identified by Sandler & Shani (1989a) who called for research to ascertain the objectives of ambushers and the outcomes of their efforts. This gap is further signified by the comparison in figure 6 that shows how such research is still absent from ambush marketing literature. Exploratory methods employed by researchers such as (Hoek, Gendall & West, 1990; Kuzma, Shanklin & McCally, 1993; Marshall & Cook, 1992; Mount & Niro, 1995; Polonsky, 1996) who made similar enquiries into corporate sponsorship will be instrumental. Such research will lead to an improved understanding of the concept and a review of its definition as called for by Portlock & Rose (2009). Investigating the practice from the perspective of the ambushers is likely to generate previously untapped insights. It will also open avenues of further enquiry into the measurement of ambush marketing outcomes.

2.13. CONCLUSIONS

A review of existing sponsorship and ambush marketing research has provided a meaningful framework for further exploratory study of ambush marketing from a theoretical perspective. While research in sponsorship has covered a broad range of perspectives owing to the immense financial growth of the sponsorship industry, the development of ambush marketing research has ignored certain perspectives such as the operational and managerial considerations of ambushers specifically the

objectives of ambush marketing and the actual benefits of ambush marketing to brands that employ such tactics. Further research is needed to address this lack of perspective and to truly understand the nature of ambushing from ambushers' point of view.

Review of literature has revealed a shift in methodological choices of researchers studying ambush marketing. Early research in ambush marketing adopted quantitative methodologies in order to measure brand recall and recognition as well as consumer attitude to ambush marketing. Recently research has shifted to qualitative methods such as case study analyses, interviews, observations etc. (Chadwick & Burton, 2011; Farrelly et al., 2005; Seguin et al., 2005). These researchers have acknowledged the value of qualitative research in highlighting broader concept of ambush marketing not limited to its impact on sponsorship. Combined with a greater acknowledgement of legality and ethically less invasive view of ambushing, this trend of qualitative investigation may lead to a paradigm shift in ambush marketing literature. An investigation of ambush marketing within its own context, regardless of its impact on sponsorship is a logical next step in this direction.

Recent studies have started adding valuable understanding to the concept of ambush marketing. Chadwick & Burton (2011) developed a comprehensive typology of ambush marketing, which by comparison is even more sophisticated than any available typology of corporate sponsorship itself. However, even this study is based on limited perspective of the aims and motives of ambushers and the value in using ambush marketing as a marketing communications tool. Scholarly enquiry aimed directly at ambush marketing may even alter the established definitions and typologies as it will be aimed at reaching the source of ambush marketing.

Research has also outlined a number of counter-ambushing methods (Crompton, 2004b; McKelvey & Grady, 2008; Meenaghan, 1994). However in this area, the absent knowledge of the target audience of ambushers means that the measurement of the effectiveness of counter-ambush methods might be targeting groups of audiences different from the actual intended target audiences of ambushers.

A theoretical exploration of ambush marketing is considered in order to eliminate these limitations in the understanding of the phenomenon. A greater understanding of the modern concept of ambush marketing will provide a theoretical foundation that

will facilitate further research into the managerial and operational considerations of ambush marketing and other innovative alternative strategies in marketing communications.

3. RESEARCH METHODOLOGY

3.1. INTRODUCTION

The purpose of this chapter is to discuss in detail, the methodology implemented by the researcher. This chapter will attempt to justify the methodology implemented and discuss the steps involved in developing a conceptual framework for ambush marketing practice in sports.

Elaborating the strategies employed in a research is a starting point in determining further course of action. Maxwell (2012) describes research strategy as a plan for achieving research objectives. According to Maxwell (2012) a researcher has the freedom to combine various aspects of different research paradigms and traditions to develop a research strategy and does not necessarily need to adhere to a singular paradigm. This is dependent on the extent to which a researcher is able to assess and justify the strategic choices. The development of a research strategy begins with addressing the purpose as well as the limitations of the study.

Numerous authors such as Easterby-Smith & Jackson (2012); Eisenhardt (1989); Maxwell (2012); Thornhill et al. (2008); Yin (2014) and Farquhar (2012) have contributed to the understanding of the methods as well as the tools and instruments necessary to select, justify and implement an appropriate methodology in research. Yin's proposed techniques have been successfully employed by researchers in various paradigms beyond the scope of his recommendations. Kübelböck (2013) adopted Yin's method in constructivism while Chadwick & Burton (2011) adopted it into an interpretivist study. Yin's methodology is a broad one that can be adopted in theory building particularly in exploratory research since Maxwell (2012) states that a conceptual framework constitutes theory no matter how tentative or intermediary it might be.

3.2. PURPOSE OF THE RESEARCH

The overall research objective as mentioned previously is to develop and refine a conceptual framework for the practice of ambush marketing in the world of sports. According to Maxwell (2012) conceptual frameworks are a type of intermediate theory proposed in order to link various aspects of an inquiry such as defining a

problem, stating a purpose, reviewing literature, developing methodology, collecting and interpreting data and reporting research findings. Maxwell (2012) stated that a conceptual framework can take the form of a narrative or a model etc. depending on the nature of enquiry. Several authors such as Maxwell (2012); Eisenhardt (1989); Yin (2014) have discussed the usefulness of exploratory research in developing conceptual frameworks.

Yin (2014) described research purposes as being exploratory, explanatory or descriptive. The purpose of this research is exploratory. According to Thornhill et al. (2008) exploratory research relies on secondary sources in the initial stages of literature review and may rely on both secondary and primary data gathering later on in the implementation of methodology stage.

Exploratory research is a valuable way of gaining insight into a phenomenon when little is known about it (Thornhill et al., 2008). A comprehensive literature review has revealed that no conceptual framework has been developed on ambush marketing from the ambushers' operational perspective. The value of this exploratory study is in providing a helpful means of optimizing the outcomes of ambush marketing and other alternative strategies designed to benefit from sporting events. This study aims to replace indirect and speculative concepts associated with ambush marketing with particular and direct concepts informed by practical realities of ambush marketing. This is in line with the recommendations of McDaniel & Kinney (1998a) who stated that future research should not seek to cast judgement on the practice of ambush marketing but as with other forms of scholarship, attempt to lend an objective understanding to this under researched marketing communications phenomenon.

3.3. RESEARCH METHODOLOGY

3.3.1. RESEARCH PHILOSOPHY

Research philosophy (Thornhill et al., 2008) or theoretical position is a set of philosophical assumptions regarding ontology and epistemology that lead to identifying and specifying methodological choices of a research (Maxwell, 2012). A number of important ontological and epistemological considerations have informed the methodological design of this study.

1. *Ontology*

According to Thornhill et al. (2008) ontology is concerned with the nature of reality. The ontological stance of a researcher is the way they view the world. Literature on research methodology and social sciences has evaluated the purpose and value of nomothetic and ideographic ontological stances (Gill & Johnson, 2010; Thornhill et al., 2008). This purpose and value has been contested by others (Holden & Lynch, 2004; Welman et al., 2001).

A researcher's ontology is nomothetic if they assume that reality exists independently and objectively regardless of individuals' perceptions (Farquhar, 2012, p. 17; Gill & Johnson, 2010). Thornhill, Saunders & Lewis (2008, p. 110) have defined this as objectivism. Nomothetic or objectivist ontology, which favours deductive strategies within a positivist regime that usually rely on quantitative data collection and analysis, has mostly been adopted by research in marketing and especially sponsorship and ambush marketing research.

On the other hand, if the researcher holds the belief that the world is socially constructed and is understood by examining the perceptions of participants or actors, their ontological stance is ideographic (Farquhar, 2012, p. 17). This stance is defined as subjectivism by Thornhill, Saunders & Lewis (2008, p. 111). Ideographic or subjectivist ontology supports qualitative research towards inductive theory generation.

Since the aim of this research is to add to the conceptual understanding of ambush marketing and understanding the theoretical underpinnings that regulate ambush marketing towards the achievement of objectives similar to sponsorship, the researcher has adopted an ideographic ontology.

2. *Epistemology*

Epistemology is concerned with answering the question of what must be added to a belief in order to convert it into knowledge (Klein, 1998). It involves various approaches to substantiating a belief through research. Epistemology or research philosophy forms the outermost layer of the research onion as proposed by Thornhill, Saunders & Lewis (2008).

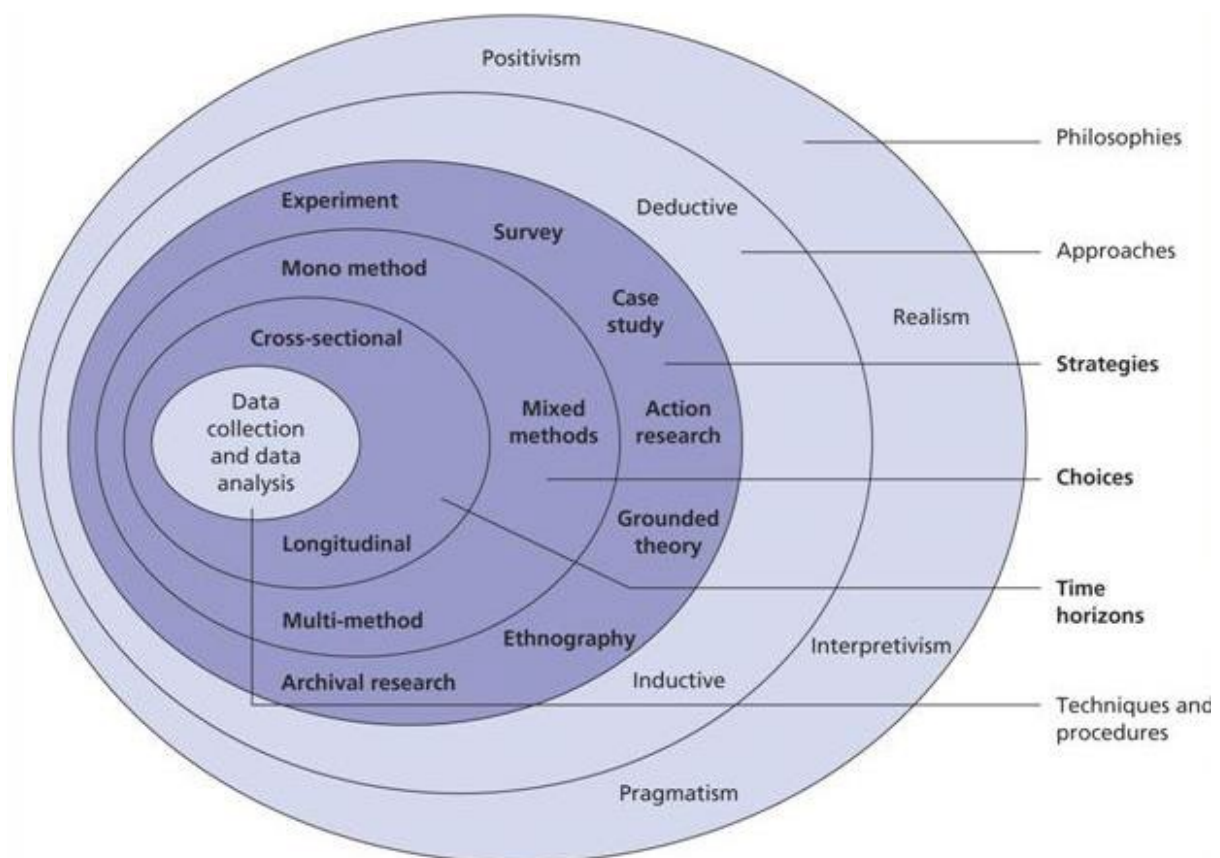


Figure 3.1: The Research Onion (Thornhill, Saunders & Lewis, 2008)

A researcher's ontological stance determines their epistemology. Nomothetic or objectivist ontology leads to positivist and realist epistemologies. Positivism is the belief that phenomena are real and precise i.e. measurable. According to Thornhill, Saunders & Lewis (2008, p. 113) positivism is usually the stance of natural scientists who prefer working with observable social realities. The results of this epistemological approach are law-like generalisations similar to those produced by physical and natural scientists (Remenyi & Williams, 1998, p. 32).

Another research philosophy related to scientific enquiry is realism. Realism in essence is the belief that objects exist independent of the human mind. Just like positivism, realism also supports a scientific approach to developing knowledge. Both positivism and realism are likely to lead to highly structured and replicable quantitative methodologies (Gill & Johnson, 2010).

In contrast, ideographic or subjectivist ontology leads researchers to adopt interpretivist, phenomenological (Remenyi & Williams, 1998) or social constructionist (Easterby-Smith & Jackson, 2012) epistemologies. Interpretivism is the belief that

reality is interpreted by human beings who attribute meanings to the world (Thornhill, Saunders & Lewis, 2008, p. 116). Interpretivism is the acknowledgement of subjectivity in meanings used in social interaction. An interpretivist is not a detached observer like a realist or positivist and as such does not aim to achieve objectivity. Where the distance between a positivist and their research reduces bias, an interpretivist aims to stay neutral and be transparent. Interpretivism is a holistic approach and leads to rich insight through in-depth exploration of a phenomenon within its own social context (Creswell & Clark, 2007).

The aim of this research is to examine ambush marketing in its own context regardless of its conflict with sponsorship. An ideographic ontological stance leads to an interpretivist epistemology in tackling the research aims and objectives. As discussed in the previous chapter, existing research in ambush marketing has largely been conducted within positivist and realist epistemologies utilizing quantitative methodologies. The unexplored aspects of the ambush marketing highlighted in figure 3.5 however cannot be examined through such methods. As with the comparative research in sponsorship, an interpretivist stance will allow the exploration of these aspects. This stance is a further determinant of methodological choices as described by Thornhill, Saunders & Lewis (2008) who indicate that interpretivism leads to in-depth investigations of small samples using qualitative methods.

3.3.2. ADOPTING AN INDUCTIVE APPROACH

Gill & Johnson (2010, p. 229) define theory as “a formulation regarding the cause and effect relationships between two or more variables, which may or may not have been tested.” Kerlinger & Lee (2000) elaborate that the purpose of examining relationships between variables is to be able to explain and predict these relationships. According to Thornhill, Saunders & Lewis (2008, p. 36) theory plays a role in informing the research questions and objectives as well as formulating the research design.

Creswell (2013) outlined a threefold typology of theories as depicted in figure 3.2 below. According to him, grand theories are those that fundamentally alter the way we think about the world. These theories are usually proposed by natural scientists (Darwin, Newton etc.). Middle-range theories lack the potential to alter the way we think about the world but are still significant. Theories on motivation employed in

management and human resources fall within this category. Substantive theories are the focus of most researchers and are restricted to a particular time, setting, group or problem.

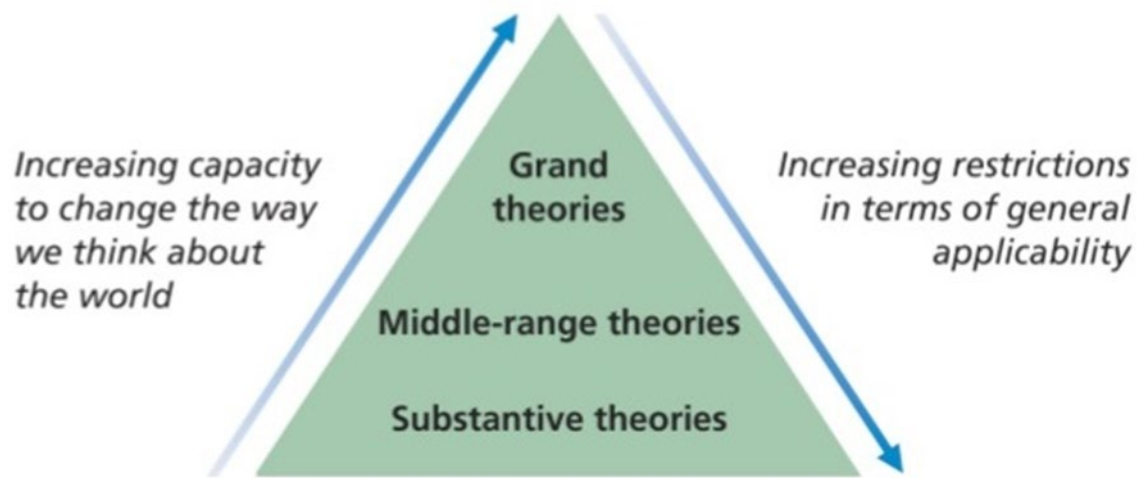


Figure 3.2: Grand, middle-range and substantive theories(Creswell, 2013)

The aim of this research is aligned with the formulation of a substantive theoretical framework that explains what factors regulate ambush marketing towards sponsorship like outcomes and how.

Research that is driven by the assumption of a clear theoretical position that is adopted before the collection of data and informs the methods of collecting data is said to have a deductive approach (Thornhill, Saunders & Lewis, 2008, p. 41). Deduction involves rigorous ‘theory testing’ in order to predict and anticipate phenomena and is the dominant research approach in natural sciences. Deductive research usually involves very large samples. According to Robson & McCartan (2016) deductive research approach involves the following steps.

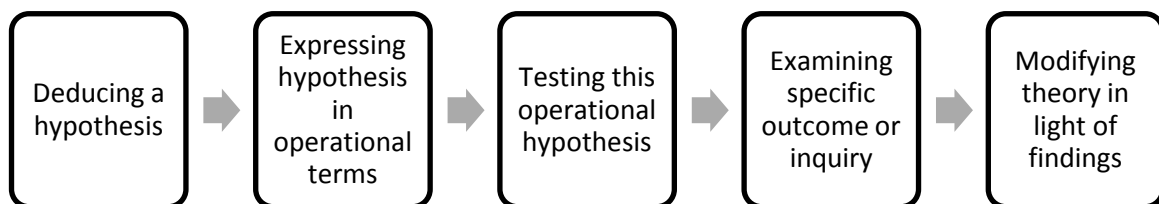


Figure 3.3: Deductive approach adopted from Robson & McCartan (2016)

Social scientists who adopt an interpretivist epistemology are wary of this deductive research approach. They are critical of the approach as it enables a cause and effect link to be made between variables without first understanding the way they are interpreted by humans living in a socially constructed reality (Thornhill, Saunders &

Lewis, 2008, p. 126). The development of such an understanding is the main strength of an inductive research approach.

Inductive research is concerned with generating theory from data by observing patterns in the data (Maylor & Blackmon, 2005). For inductive research, Farquhar (2012) presented a contrasting process to deduction depicted in figure 3.4 below.

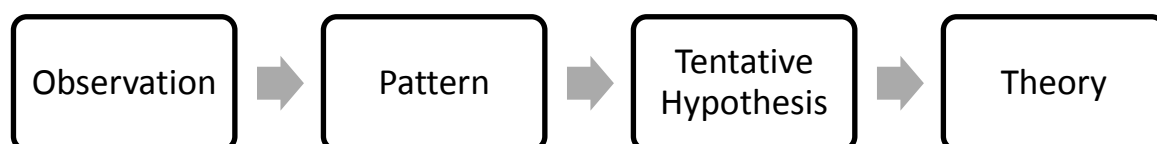


Figure 3.4: Inductive research process (Farquhar, 2012)

Researchers using an inductive approach are likely to work with qualitative data and use a variety of sources as well as methods to collect this data in order to establish different views of a phenomenon (Easterby-Smith & Jackson, 2012). According to Thornhill, Saunders & Lewis (2008) the emphasis of inductive research is on the following.

Emphasis of Inductive Research
<ul style="list-style-type: none"> • Gaining an understanding of the meanings humans attach to events • A close understanding of the research context • The collection of qualitative data • A flexible structure to permit changes of research emphasis as the research progresses • Less concern with the need to generalise

Table 3.1: Inductive Emphasis (Thornhill, Saunders & Lewis, 2008)

Inductive research is concerned with the context in which events take place. Therefore it usually merits the in-depth investigation of a small sample of subjects. The earlier stated ontological and epistemological stances of this research lead to the adoption of an inductive research approach in fulfilling its aims and objectives. As evident from the literature review there is a lack of theoretical investigation into ambush marketing as compared to the available theory on sponsorship itself. This lack or dearth of research is the identified research gap that merits the adoption of an inductive research strategy.

3.3.3. QUALITATIVE METHODOLOGIES

Research strategies or approaches include qualitative, quantitative and mixed methods (Maxwell, 2012; Thornhill et al., 2008; Yin, 2014). The choice of these approaches does not depend entirely on paradigmatic or philosophical stances of the researcher. It is the nature of the enquiry and the requirements of data needed to answer research questions that also guide researchers towards either qualitative or quantitative or mixed methods approach (Maxwell, 2012).

Quantitative methods are often employed in research that utilises logic and employs methods like experiments and surveys designed to test hypotheses on samples of populations in order to generalise results for the whole population (Thornhill et al., 2008).

Qualitative research on the other hand utilises a naturalistic approach. It facilitates the understanding of a phenomenon occurring within a specific context (Yin, 2014). It involves the gathering of non-numerical data which cannot be analysed through statistical analytic techniques or other mathematical means. The implication of adopting qualitative methods is that the inquiry emphasises qualities and meanings instead of quantities and frequencies (Easterby-Smith & Jackson, 2012). In this way, qualitative research benefits from a naturalistic or interpretivist philosophy.

Critique of qualitative research points to a lack of scientific rigour (Mays & Pope, 1995). Critics of qualitative methods have labelled them as “unscientific” while holding that scientific knowledge represents the highest form of learning (Mays & Pope, 1995). They argue that it consists of collection of anecdotal evidence and personal impressions that are prone to researcher bias and non-reproducibility and cannot be generalised. It is important to note that critics of qualitative research often adhere to realist and positivist views based on the presumption that a stable and unchanging reality exists that can be measured empirically (Thornhill et al., 2008). This stance however has come under criticism especially in the fields of study related to human affairs where support for qualitative research is steadily increasing (Flick, 2009). Authors such as Flick (2009) see research methodologies as being applicable to and relevant to individual research questions. This researcher agrees with such a stance which suggests that neither approach is preferable for higher research quality. Instead it is the nature and context of the enquiry itself that dictates which methodology is appropriate. The contextual nature of qualitative research and

its applicability in collecting data in a natural setting make it the appropriate choice for answering questions posed in this research.

3.3.4. APPLICABLE RESEARCH STRATEGIES

As described earlier, the epistemological stance of this researcher is interpretivism. Interpretivism is the belief that reality is interpreted by human beings who attribute meanings to the world (Thornhill et al., 2008, p. 116). However according to Easterby-Smith & Jackson (2012) it is also the responsibility of a researcher to establish how different claims for the nature of reality impact the methodology of a research. Thornhill et al. (2008) have discussed various research strategies compatible with interpretivist epistemology and an inductive approach while highlighting that allocating these strategies to inductive or deductive approach is unduly simplistic. They argue that the choice of strategy depends on whether it will enable the researcher to answer the research questions. They also state that these strategies are not mutually exclusive describing how a survey could be a part of a case study. According to Thornhill et al. (2008) these strategies are:

- Experiment
- Survey
- Action research
- Grounded theory
- Ethnography
- Archival research
- Case study

Experiments are common in natural sciences and laboratory based research. Literature review has found that experimental strategies have also been employed in sponsorship research (Chedi, 2008; Hoek et al., 1997) and even ambush marketing research (McDaniel & Kinney, 1998a). However for the purposes of answering the research questions posed by this study, experimental strategies are deemed inappropriate.

Surveys have been heavily utilized in quantitative research on ambush marketing especially in brand recall and recognition studies (Anthony Carrillat et al., 2014; Portlock & Rose, 2009; Sandler & Shani, 1989a; Seguin et al., 2005) etc. However

this type of research is considered indirect and makes certain assumptions about the nature of ambush marketing that this study aims to correct.

Action research is involved with bringing about organisational change and is intrusive to the process it is studying (Easterby-Smith & Jackson, 2012). As this study aims to explore the contemporary concept of ambush marketing from an operational perspective, it cannot benefit from this type of strategy.

Grounded theory pioneered by Glaser et al. (1968) is often associated with inductive research. Grounded theory allows for the collection of data to begin without the assumption of a theoretical position or framework. Theory is generated from data gathered through observations. The assumption of an initial theoretical position is somewhat supported according to Yin (2014) who outlines four sub-strategies linking theory to data.

- Relying on theoretical propositions
- Working your data from the ground up
- Developing a case description
- Examining rival explanations

Ethnography is a time consuming process in which a researcher completely immerses himself into the social world being researched (Thornhill et al., 2008). This type of research is more suited to studying societal issues and hierarchies and is impractical in this context from the perspective of available time and access.

Archival research makes use of records and documents as the main source of data. Although it is best suited for research in history and other phenomena that have developed over time, like grounded theory, elements of archival research are also adopted into this research.

Case study research is a strategy that involves investigating a particular contemporary phenomenon within its own context and allows for the use of multiple strategies discussed above as sources of evidence. Often lending itself to explanatory and exploratory research, case study enables answering of 'what?' 'how?' and 'why?' questions. Case studies usually rely on interviews, observations and documentary analysis (Yin, 2014) and benefit from the triangulation of various data sources. This strategy is best suited for the purposes of this research and is adopted as explained earlier with elements of archival research strategies.

3.4. CASE STUDY RESEARCH

3.4.1. INTRODUCTION TO CASE STUDY RESEARCH

Case study research strategy allows for the examination or exploration of a phenomenon in its own context or its natural setting. The boundaries of such a phenomenon may or may not be clearly visible at the beginning and there is no control or manipulation as is the case in experimental research designs. Yin (2014) notes that case study has been used in many fields such as politics, sociology, psychology and business management. Case studies seek to understand how and why a process is implemented and are therefore highly applicable to understanding managerial processes (Yin, 2014).

Gerring (2004, p. 342) defines case study as an intensive study of a single unit (a spatially bound phenomenon) for the purpose of understanding a larger class of similar units.

According to Easterby-Smith & Jackson (2012) case studies have been utilised by researchers in a variety of paradigms and have been used in both qualitative and quantitative research. However Gerring (2004) also notes that case study is more often associated with qualitative designs.

A key concern in case study research is the choice between investigating single and multiple cases. While some authors such as Eisenhardt (1989) argue that the distinction of single or multiple case is not straight forward and sometimes a single case study may consist of various cases, others like Yin (2014) adhere to a more precise distinction between single and multiple case study designs. As a single case study design benefits from in-depth analysis of data from a variety of sources, it strengthens the findings and is especially valuable in building theory from observations (Yin, 2014), such an approach is adopted for this research.

3.4.2. STRENGTHS AND WEAKNESSES OF CASE STUDY RESEARCH

One key advantage of case study research, as described above is its applicability in studying managerial processes (Yin, 2014). Case study allows for the immersion of a researcher in his or her field of research both theoretically and practically and gain expertise in the particular field.

Case study allows for the integration of both emic and etic perspectives into a research. The researcher, through review of literature gains an etic view of the issue

characterised as an outsider perspective of a situation while through interviews and other data gathering techniques, an emic perspective is obtained which is characterised as an insider view (Easterby-Smith & Jackson, 2012). This quality of case study research is considered to be the main advantage for this research as the emic view of ambush marketing in practice has never before been explored. Furthermore, reliance on only etic perspective can result in weak theoretical findings. It is therefore a crucial element of this research to strike a balance of emic and etic perspectives of ambush marketing. Reliance on only etic perspective is a major critique of extant research on ambush marketing.

Another merit of case study research is that it allows for the collection of more subtle yet significant data than more commonplace techniques (Jönsson & Lukka, 2006). This relates to Yin's (2014) assertion that a research can deal with a more intense research question through deep immersion in the field. This allows the researcher to gain an emic perspective into the case organisations leading to new insight which allows for the interpretation of new realities (Jönsson & Lukka, 2006).

Since the field of ambush marketing is overshadowed by blame from the sponsorship industry as well as being seen as a parasitic activity by the world of sports, an important advantage for this researcher is the absence of connection to either of these industries. It is understandable that ambushers have not contributed to the body of research as it is mostly conducted by representatives of the sponsorship industry interested in finding ways to limit or eliminate ambush marketing. This researcher is situated solely in the academic world and aims to develop a conceptual framework for the managerial practice of ambush marketing through immersion in the emic perspective of ambushing for the benefit of ambushing organisations. Legal and ethical considerations as well as counter-ambushing strategies are outside of the scope of this research as depicted in figure 3.5.

Exploratory case studies contribute to developing theory by providing an in-depth understanding of otherwise abstract concepts (Jönsson & Lukka, 2006). The emphasis here is placed on gaining the trust of respondents. The ontological and epistemological stances of this researcher are compatible with an inductive and purely qualitative approach. The potential here is for conducting a research that is both meaningful from an empirical perspective and a wider theoretical perspective.

The weaknesses in case study have been pointed out in conjunction with the notion that this strategy is often associated with journalism or ethnography. A case study is often misunderstood as a storytelling device (Eisenhardt, 1989) which has led to the idea that it lacks scientific rigour. As this research relies on case studies as a central concept, it is necessary to understand and eliminate any inherent weaknesses.

Flyvbjerg (2006) has defended case study research against five common misunderstandings that weaken its credibility.

1. Context-independent knowledge is more valuable than case knowledge

Flyvbjerg (2006) deals with this misunderstanding by arguing that human affairs cannot be conceptualised with predictive theories and universals and therefore case knowledge is valuable in social sciences.

2. Generalisation

This research aims to generalise research findings in the form of a conceptual framework. Flyvbjerg (2006) has pointed out that a multiple case study design supports the generalizability of findings made through cross-case analysis.

3. Purpose

Critics have pointed out that case study is only useful in generating hypothesis in the early stages of a research which should then be tested by other means. Flyvbjerg (2006), Yin (2014) and Eisenhardt (1989) all agree that case study is a valid means of theory generation and research closure can be achieved at this stage.

4. Verifying preconceived notions

Flyvbjerg (2006) rejects the assertion that case study is a means for the researcher to verify his or her preconceived notions about a phenomenon by regarding this bias not as an inherent weakness of case study strategy but a basic human characteristic that even quantitative methods cannot overcome. He argues that case studies have their own methods of quality and rigour that justify their implementation while limiting bias.

5. Reporting the findings

The difficulty in interpreting the evidence and summarising the findings is another misunderstanding. Flyvbjerg (2006) points out that any such difficulty is the result of realities uncovered by case study and not a limitation of this strategy.

3.4.3. CASE STUDY RESEARCH FOR BUILDING THEORY

Case studies are an appropriate tool for building theory (Eisenhardt, 1989; Yin, 2014). Eisenhardt (1989) pointed out that such study is best undertaken in the early stages of research on an emerging topic. The literature on ambush marketing has suffered from the absence of such research in the early stages and the clear absence of this type of research has led to a solely etic perspective on ambushing. This situation has been worsened by the subsequent research that has focused on the sponsorship industry thus overlooking the study of ambush marketing from a theory building perspective until now.

Eisenhardt (1989) has discussed in detail how to build theory from case study research. She describes the process as being 'alive', with tension between divergence into new avenues of understanding and convergence towards a singular theoretical position. Both Eisenhardt (1989) and Yin (2014) have emphasised the need for an appropriate research design relying on multiple data collection methods within the case study.

Furthermore as discussed in section 3.3.2 the aim here is not to propose a grand theory, however, the case study design is appropriate for such theory, it also calls for testing and empirical studies at every stage. Rather the development of a refined conceptual framework for ambush marketing is seen as an aim towards a substantive theory which if applicable to other marketing communications strategies seen as alternative or innovative may lead to a mid-range or intermediate theory through future research.

3.4.4. VALIDITY AND RELIABILITY

There is a stark contrast between the universally accepted notion that providing checks and balances throughout a research process is important and the plethora of differing and contradictory positions on how to make such determinations while dealing with different types of data. Regardless, validity, reliability and objectivity are the most common criteria for making such determinations (Easterby-Smith & Jackson, 2012; Eisenhardt, 1989; Thornhill et al., 2008; Yin, 2014).

Yin (2014) suggests the use of four tests construct validity, internal validity, external validity and reliability, commonplace in social science research to assess the quality of case study research. The following table shows which case study tactics are employed in this research to deal with each design test.

Tests	Case Study Specific Tactic	Research Phase
Construct validity	Use of multiple sources of evidence	Data collection
	Establishing chain of evidence	Data collection
	Having key informants review drafts	Composition
Internal validity	Thematic analysis of data	Data analysis
External validity	Use existing theory and replication logic	Research design
Reliability	Use case study protocol	Data collection
	Build case study database	Data collection

Table 3.2: Case study tactics for 4 design tests (Glaser et al., 1968; Yin, 2014)

1. Construct Validity

Construct validity refers to the identification of correct operational measures for the concepts being studied. Three tactics suggested by Yin (2014) have been incorporated into this research. Multiple sources of evidence will be used as the case study will utilize documents, observations and interviews. A chain of evidence will be maintained and the drafts of each interview will be reviewed by key informants.

2. Internal Validity

Internal validity seeks to ensure that a study is measuring what it is intended to measure (Thornhill et al., 2008). This test has the greatest utility in experimental and quasi-experimental research designs (Yin, 2014). Yin (2014) explains the threat to internal validity is in inferring one thing has led to another while ignoring the impact of a third. Such inferences can be validated when rival explanations have been considered and evidence from multiple sources is convergent.

Yin (2014) describes four tactics to ensure internal validity, however it is a parallel tactic in Glaser et al. (1968) known as the “constant comparison method” that is adopted during the data analysis stage to ensure internal validity.

3. External Validity

External validity deals with testing whether the findings of a research are generalizable beyond the immediate study regardless of the research method used (Yin, 2014). This research has considered theoretical positions on the outcomes of corporate sponsorship as a starting point for the investigation of whether these same outcomes are observed in ambush marketing. This initial theoretical proposition strengthens the external validity of this research and essentially builds external validity into the research from the initial stage. Replication of findings across several

data sources will further cement the hypotheses initially based on theoretical propositions considered.

4. Reliability

Reliability in a research is the assurance that should the research be replicated at a later time with the same procedures by a different researcher, the findings will be the same as that of the earlier study (Yin, 2014). An obvious pre-requisite then is to document the procedures followed so that a later researcher can accurately replicate the process. The use of a case study protocol and development of a case study database ensure that the steps are followed in a systematic way and are easily replicable by an auditor or a later researcher who will be likely to arrive at the same conclusions.

3.5. DEFINITION OF THE PROBLEM

A thorough literature review process revealed that ambush marketing is an under-researched marketing communications practice in some areas while other areas have received more attention. The over-arching theme in ambush marketing research has been the discussion of its impact on corporate sponsorship. As the financial value of the corporate sports sponsorship industry is very large, research has been focused on protecting sponsorship rights and outcomes. On the other hand the practice of ambush marketing has often been employed by large multinational brands without any legal ramifications. However this practical aspect of ambush marketing implementation has been completely ignored in research. Literature clearly indicates that ambush marketing and sponsorship are competing or rival strategies. Therefore the extant research on sponsorship has been used to highlight which aspects of ambush marketing are comparatively under-researched.

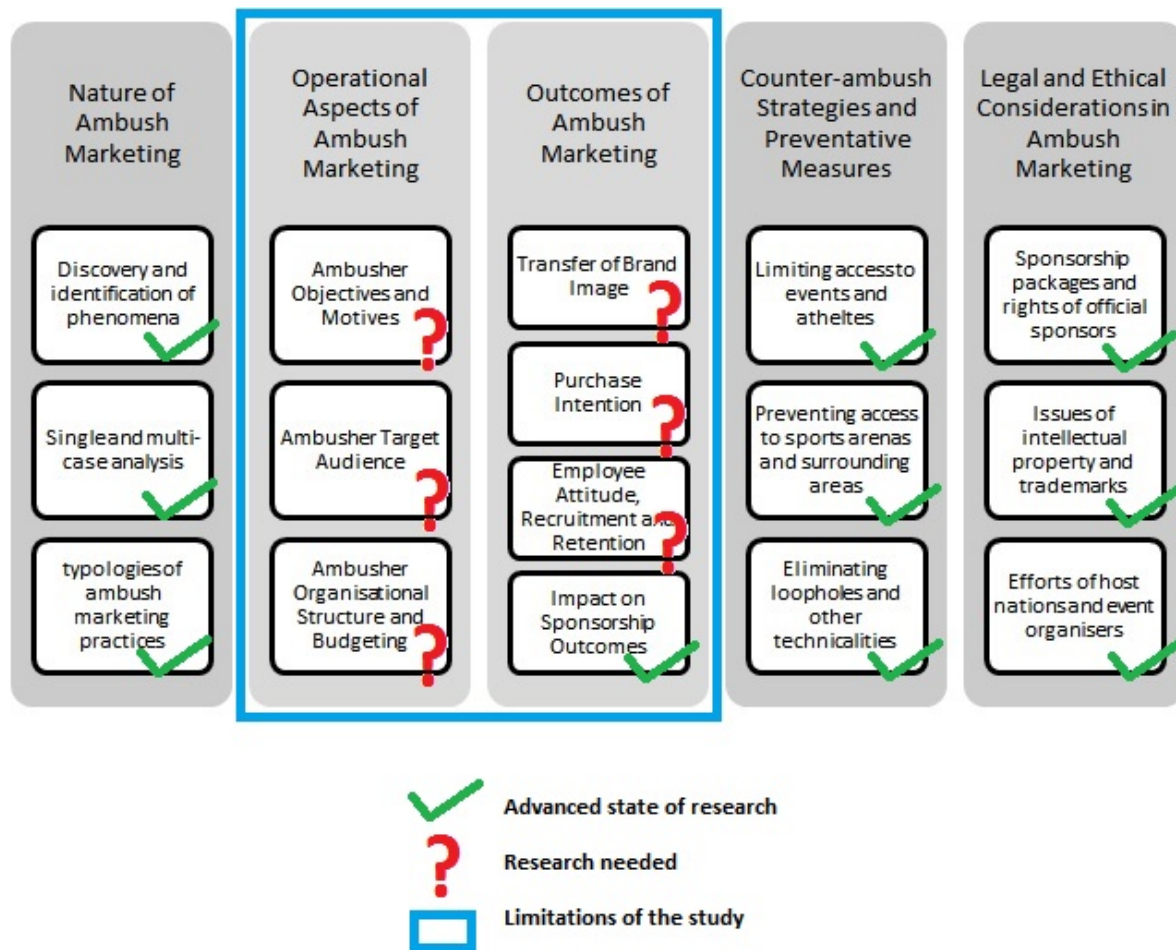


Figure 3.5: Results of reflecting on Literature Review (Source: Author)

3.5.1. CONTEMPORARY CONCEPT OF AMBUSH MARKETING

As discussed in section 2.7 the definitions of ambush marketing in various sources are highly subjective and largely dependent on the author's own opinion as well as the central purpose of their research. Two contrasting schools of thought emerged in that section. One view is that ambush marketing is innovative and is utilized to associate indirectly with sports. This view is reflected in Sandler & Shani's (1989) definition *"a planned effort by an organisation to associate itself indirectly with an event in order to gain at least some of the recognition and benefits associated with being an official sponsor"* and in subsequent studies that followed this school of thought. The other view is that ambush marketing is competitive and exists to sabotage and weaken the efforts of a sponsoring rival. This view is reflected in Crompton (2004b) as *"a company's intentional efforts to weaken or 'ambush' its competitor's official sponsorship by engaging in promotions and advertising that trade off the event or property's goodwill while seeking to confuse the buying public"*

as to which company really holds official sponsorship rights” and subsequent studies that adopted this view.

Portlock & Rose (2009) concluded that a review is required of the way ambush marketing is defined as the modern consumer’s understanding of marketing associated with sports is more sophisticated.

Research question # 1 is therefore:

“What is the contemporary concept of ambush marketing?”

3.5.2. OBJECTIVES OF AMBUSH MARKETING

Sponsorship research includes detailed studies that assess the objectives of sponsors in choosing to sponsor sporting events. Researchers such as Hoek et al. (1990); Kuzma et al. (1993); Marshall & Cook (1992); Mount & Niro (1995); Polonsky (1996) focused on primary research with the senior management of sponsoring brands in ascertaining their objectives, motivations and expectations.

This research is missing from ambush marketing literature and is critical in order to understand the modern purpose of ambush marketing and the objectives of ambushers.

Research question # 2 is therefore:

“What are the objectives of ambush marketers and are they similar to sponsors?”

This is a key proposition in highlighting the similarities or the differences between the objectives of sponsoring and ambushing. So far research has simply ignored the objectives behind ambushing.

3.5.3. OUTCOMES OF AMBUSH MARKETING

Sections 2.2.3 and 2.3.1 discuss in detail the three key outcomes of sponsorship as being transfer of brand image (Ferrand & Pages, 1996; Grohs & Reisinger, 2014; Gwinner & Eaton, 1999; Hoek et al., 1997; Javalgi et al., 1994; Neijens et al., 2009; Roy & Cornwell, 2003; Sneath et al., 2005), purchase intention (Alexandris et al., 2007; Cornwell & Maignan, 1998; Crompton, 2004a; Harvey, 2001; Meenaghan, 2001; Pope & Voges, 1999) and internal benefits in employee recruitment and retention (Fahy et al., 2004; Khan et al., 2013; Meenaghan, 2001).

Similar discussion is completely absent from ambush marketing literature. Instead research here has focused on measuring the impact of ambush marketing on sponsorship effectiveness.

Research question # 3 is therefore:

“What are the key outcomes of ambush marketing for the ambusher?”

3.5.4. TARGET AUDIENCE, ORGANISATIONAL STRUCTURE AND BUDGETING

In both sponsorship and ambush marketing literatures, measures of fan involvement, interest, loyalty etc. are utilized in various ways. Portlock & Rose (2009) utilized such measurements to assess event connected brand recognition. Others such as Alexandris et al. (2007); Khan et al. (2013); Sneath et al. (2005) etc. utilized them to measure specific sponsorship outcomes.

It is not known which segment of the sports event audience ambushers generally focus their efforts on. Above research indicates that the more involved and loyal the fans of a sport are, the better their recognition is of actual sponsors and ambushers. Therefore understanding which audiences ambushers target will shed new light on further understanding how this learning is incorporated into ambush marketing strategies.

Research question # 4 is therefore:

“Who are the intended target audiences of ambush marketing?”

Researchers have noted that the decision to sponsor specific sports can be based on a strategic linkage of the brand with the sport (Meenaghan, 1991), the congruence between the brand and the sport (Gwinner et al., 2009; Koo et al., 2006; Speed & Thompson, 2000) or simply the interest of top tier management (Cornwell & Maignan, 1998) it is not known where in the organisational structure of ambushing brands do the intentions and the decisions to ambush specific sports originate.

Research question # 5 is therefore:

“What is the role of organisational structure in ambush marketing decisions?”

Finally the budgeting of sponsorship is researched by authors such as Hoek et al. (1990). A prevailing argument in ambush marketing is that ambushing a sport is cheaper than sponsoring it. However the actual costs of ambushing have never been compared to costs of sponsorship. Furthermore some very costly ambush strategies have been discussed. This area of enquiry can benefit from further elaboration owing to the unprecedented access to ambush marketers that is planned for this research.

Research question # 6 is therefore:

“What are the budgetary considerations for ambush marketing strategies?”

The resultant theory or conceptual framework is expected to emerge from questions 1, 2 and 3. Research questions 4, 5 and 6 are considered to be secondary. The purpose of these questions is to exploit the access gained over the course of this study to its fullest extent in order to gain insight into unexplored areas of ambush marketing operations.

3.6. SCOPE OF THE RESEARCH

Gray (2013) stated that in order to build a conceptual framework, as well as specifying what will be studied, one must also specify what will be omitted. The ambush marketing process as it unfolds in the course of sporting events is the core interest of this research. The research aims to explore, formulate and possibly rearrange individual stages involved in the overall process based on what has been ascertained from the literature review represented in figure 3.5.

Although it has not been the focus of a great many researchers, the typology of ambush marketing has been extensively developed by Chadwick & Burton (2011). This research will not focus on extending or altering the typologies of ambush marketing despite the fact that arguments have been made against its clarity in section 2.8.2 and that it is currently based on secondary research alone.

Counter-ambush strategies have been discussed by Crompton (2004b); McKelvey & Grady (2008); Meenaghan (1994) and others. While others such as Humphreys et al. (2010) and Mazodier et al. (2012b) have argued the use of such strategies as being counter-productive. This research will not focus on this area.

Furthermore this research will not focus on legal and ethical aspects of ambush marketing as the intention here is to look at ambush marketing within its own context to further conceptual understanding of the process.

3.7. RESEARCH ETHICS

Flick (2009) associated four concepts non-maleficence, beneficence, self-determination and justice to ethical theory in research. While there is no consensus as to the implications of ethical theory, the important issue in qualitative research is

to know what constitutes benefit or harm. A general understanding is that research is done to improve existing situations (Flick, 2009) while self-determination and justice relate to fair and honest treatment of participants.

These issues are at the forefront of scientific research design with the historical evidence pointing to ethical violations in medical research conducted under the Nazi regime during the Second World War or the Manhattan project that led to the invention of the atomic bomb. However in social sciences, the issues mostly arise from consent, deception, privacy and confidentiality etc. Yin (2014) emphasises the inclusion of ethical considerations in case study research especially with regards to working with care and sensitivity, seeking informed consent and protecting the privacy and confidentiality of participants.

This research relies on secondary sources which will include advertising and other materials bearing brand logos and identification marks. It will also repeatedly reference the brand image of specific case study organisations. Such analysis is necessary for this study and precludes the possibility of allowing case study brands to be anonymous. However where the participants are considered, Yin's (2014) advice regarding informed consent will be considered. The participants will be given the option to remain anonymous but the information provided will emphasise the absence of harm should they choose to allow identification.

3.8. CONCLUSIONS

This chapter has discussed in detail the process of reviewing literature on research philosophies and methodologies. It has also discussed the preferred ontological, epistemological, strategic and methodological stances and choices that have been adopted in order to progress this study beyond the review of literature and guide it towards a suitable research design. Contributions of key authors in the field such as Yin (2014), Glaser et al. (1968), Thornhill et al. (2008), Easterby-Smith & Jackson (2012) and others have been instrumental in progressing the study through this stage. The upcoming chapter will continue to build on the insight gained here in order to develop a suitable research design.

4. RESEARCH DESIGN

4.1. INTRODUCTION

This chapter focuses on developing and justifying an interpretivist case study research design. The research design will determine how the study will be conducted and will justify the methodology implemented. The design is informed by the ideas and inputs from acknowledged authors in the area of high quality case study research. This research design is inspired by a number of research projects that successfully implemented similar designs. The table below represents a few of these studies.

Author	Title	Design
Thomas & Linstead (2002)	Losing the Plot: Middle managers and identity	Multiple case study
Beverland & Lindgreen (2007)	Implementing market orientation in industrial firms	Multiple case study
Mortara et al. (2009)	Technology intelligence practice in UK	Multiple case study
Kübelböck (2013)	Constructing a conceptual framework for market intelligence in the European plant building industry	Single case study

Table 4.1: Similar research

This chapter will also focus on various individual elements of preparation with regards to the actual research. These include criteria for selection of participants, agenda development, instruments, tools and protocols etc. The purpose of this chapter is:

- To describe a detailed and rigorous preparation phase that demonstrates advanced research skills necessary to undertake a demanding method like case study.
- To justify the decisions taken in developing the research design by the application of a case study protocol designed to improve research quality and rigour.
- To prepare for a pilot test of the research design in order to allow for feedback. This feedback will then be transformed into lessons learnt that will lead to the implementation of an improved research design while supporting the iterative nature of the study.

4.2. DEVELOPMENT OF CASE STUDY RESEARCH DESIGN

4.2.1. FRAMEWORKS GOVERNING CASE STUDY RESEARCH

The research design is a plan that allows for the collection, analysis and interpretation of data that will enable the researcher to answer the research question posed in the study (Flick, 2009). A number of notable authors described in section 3.8 have contributed to the understanding of how case study research can be undertaken in a rigorous and structured manner.

Eisenhardt (1989) and Yin (2014) have both contributed to this area of research design by proposing separate yet similar roadmaps for the preparation, execution and dissemination of case study research.

Roadmaps for Case Study Research	
Eisenhardt (1989)	Yin (2014)
1. Getting started (Aims and Objectives)	1. Questions
2. Selecting cases	2. Propositions
3. Crafting instruments and protocols	3. Units of analysis
4. Entering the field	4. Logic linking data to propositions
5. Analysis of data	5. Criteria for interpretation
6. Shaping hypotheses (identifying patterns of causality in cross-case analysis)	6. validation
7. Enfolded the literature (reintegrating findings into existing literature to discuss contributions)	
8. Research closure (justification, further hypothesis testing or presenting the findings)	

Table 4.2: Roadmaps for case study research (Eisenhardt, 1989; Yin, 2014)

These two frameworks depict a general consensus regarding the design of case study research while also contradicting the criticism that case studies lack rigour by demonstrating how rigour is applied in case study research in its own way.

4.2.2. RESEARCH DESIGN APPLIED IN THIS STUDY

Based on these frameworks and considering the aims and objectives of this research, the following framework has been developed for the case study research.

Steps	Methods, sources and justification
1. Getting started	Developing research aims and objectives
2. Initial propositions	Discussing conceptual framework of sponsorship to inform propositions
3. Unit of Analysis	Eight embedded units of analysis in a single case study represented by individual ambush marketing campaigns of participants
4. Selecting participants	Employees of UK brands ambushing various sports
5. Crafting Instruments and protocols, Gathering data	Data collection: Primary data through interviews. secondary data from Government publications and legislation, newspapers and online articles, transcriptions of TV and online advertisements, internal company reports and communications, financial reports, industry reports, published works and books etc.
6. Analysing data	Thematic analysis across primary and secondary data
7. Shaping hypotheses	Iterative tabulation of evidence to sharpen construct validity Replication across cases confirms, extends and sharpens theory. Builds internal validity
8. Enfolding literature	Reintegrating findings into existing literature to discuss contributions, recommending future research and applicability of findings
9. Research closure	Submission of doctoral thesis

Table 4.3: Case study research design implemented (Source: Author based on Yin (2014); Eisenhardt (1989))

One stage of testing hypotheses mentioned in Eisenhardt's (1989) roadmap is not included in this research design. The focus of this research is on developing and refining a conceptual framework and presenting it as a theoretical finding in order for future research to test the hypotheses formed. This study will come to a closure once such a stage has been reached.

A detailed framework for ambush marketing practice has to be conceptualised that can be valuable for ambushers of sporting events. The idea of being "valuable" in this context refers to applicability in both theory and practice especially since the study is based on contemporary practices in the industry. The aim is to provide practitioners with literature that can guide them through the implementation of safe ambush marketing practices for the benefit of their organisations. The literature review has revealed that there is a complete dearth of any such knowledge leading to misunderstanding of the practice.

The research questions discussed in the previous chapter were derived through an in-depth review of literature and comparison between the literature on sponsorship

and ambush marketing. The intention is to add knowledge to ambush marketing in order to bring it closer to the advanced state of research available on sponsorship. These questions aided in the derivation of further questions which led to the development of the interview agenda.

4.2.3. UNIT OF ANALYSIS

According to Yin (2014) the unit of analysis of a case study helps in identifying the boundaries of a study. Yin (2014) describes four main types of case study design shown in figure 4.1 below.

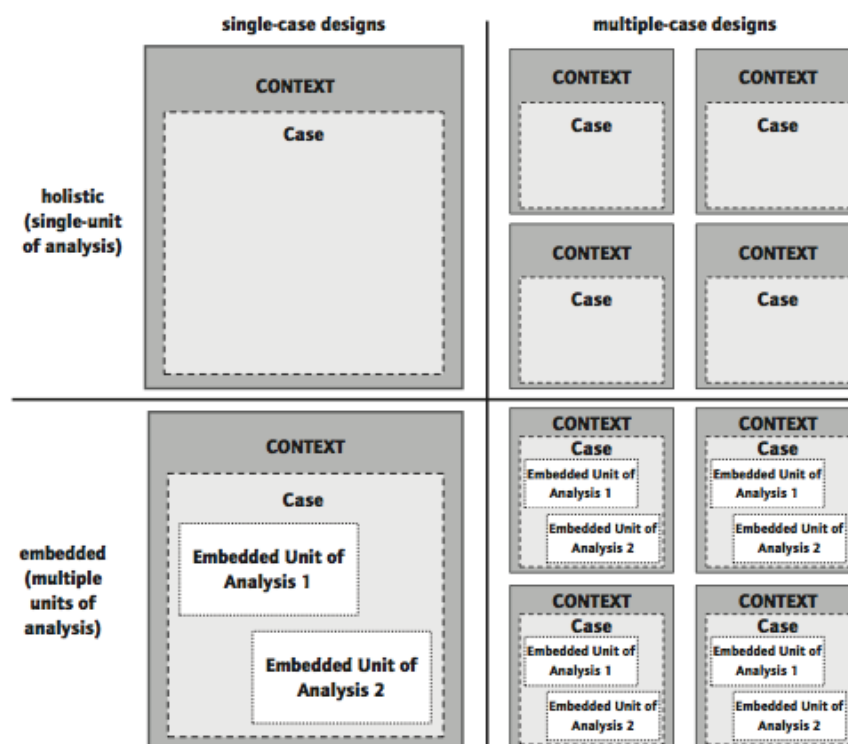


Figure 4.1: Yin (2014) Case Study Design Matrix

Among the two types of single case study designs in the above matrix, this research follows the single case study design that incorporates multiple embedded units of analysis. Here the context is sports as discussed earlier in chapter 1, the case is that of ambush marketing and there are eight investigated ambush campaigns representing eight embedded units of analysis.

As this research adopts a single case study design, the sources of data will represent a wide range of sources accessible to the researcher at the time of the study. The key resources will be interviews with representatives of ambusher brands. Further sources will be advertising materials in various forms such as TV or radio

advertisements, posters, billboards, magazine or newspaper ads as well as financial reports and other documentation on the brand that might be accessed in the course of the case study. Multiple data sources have been deemed significant in the process of theory generation by most authors whose work has informed the design of this study.

Yin (2014) describes the analysis and interpretation stage as “linking data to propositions” and recommends the use of specific interpretation criteria. This stage represents the core of the research design and will be discussed in detail later in this chapter.

This study will adopt a cross-sectional approach to the time horizon. The time horizon according to Thornhill et al. (2008) is a fundamental element of a case study design. As this research is involved with understanding the contemporary practice of ambush marketing, regardless of the historical developments that led to this stage or the future developments that might alter the nature of ambush marketing, a cross-sectional time horizon is most suitable.

4.2.3. PROCEDURAL ELEMENTS OF RESEARCH DESIGN

Considering the procedural layout of the case study allows for a chronological perspective on the research design. The following table groups the research design elements adopted earlier into three main procedural steps of preparation, execution and closure. Each step has been allocated specific instruments and the validity and reliability measures discussed earlier are also allocated chronologically.

Steps	Research Design Elements	Instruments	Validity & Reliability Features
Preparation	Consider initial theory Strategy for selecting evidence Crafting instruments Conducting pilot interview Improving research design Negotiating access with further brands	Initial conceptual framework Preliminary agenda Pilot interview format Case study protocol	Study database Pilot interview Adjustments following pilot interview and feedback
Execution	Making the data Coding and collating Analyses Building case study narrative	Refined interview agenda Interview transcripts Audio recording Analysis software	Transcription from recording Considering rival explanations Checking applicability of codes
Closure	Refined conceptual framework Doctoral Thesis		

Table 4.4: Procedural Perspective of Research Design (Source: Author) from Yin (2014); Eisenhardt (1989)

This procedural framework relates specific steps in the research design to the appropriate instruments while clearly outlining the validity and reliability measures applied at each stage.

During the preparation phase the main instruments used are the initial conceptual framework developed from the review of literature, the pilot interview agenda and the case study protocol. At this stage the case study protocol and a case study evidence database will also act as reliability measures.

During the execution stage, a refined interview agenda, transcription of the interviews along with the audio recording and QSR NVivo Qualitative Data Analysis software are the specific instruments applied. During this stage internal and external validity will be added through the use of thematic analysis as the main data analysis technique.

4.3. DESIGN PURPOSE AND SCOPE

The purpose of this research is to explore the practice of ambush marketing in sports with a particular focus on contemporary practices. As discussed in literature review, ambush marketing is an alternative to corporate sponsorship of sports where brands attempt to affiliate themselves with indirectly with sporting events through direct associating with themes related to the image of the sport such as colours, activities, cultures, participating athletes, TV channels etc. The intentions of ambushers have only been discussed from an etic perspective with emphasis on what impact ambushing has on the sponsorship of sports. This perspective resulted in the notion that ambushing exists to distract from sponsorship. However this is an indirect and biased view and this research aims to explore the other side of the story from the perspective of ambushers and explore their actual reasons for implementing such practices.

Review of literature found that parallels exist in the conceptual frameworks of sponsorship and ambush marketing however some key enquiries into sponsorship that helped the academic community as well as practitioners understand the objectives and outcomes of sponsorship as well as its operational considerations are absent from the initial conceptual framework of ambush marketing. These considerations led to the formation of the research questions discussed in section

3.5. The overall aim is to develop a refined conceptual framework for ambush marketing process. This can be broken down into two specific aims:

- To fill in the gaps identified in literature review with a conceptual model informed by theory from sponsorship. This aim translates into research questions 1, 2 and 3 in section 3.5.
- To explore the operational or managerial practices involved in the implementation of ambush marketing as they exist in the contemporary context with regards to the sports industry.

Formation of a conceptual framework applicable to both industry and research is a necessary next step in the exploration of ambush marketing as a sponsorship alternative.

4.4 INSTRUMENTS AND STEPS INVOLVED IN PREPARATION

- An initial stage of the research will be the development of a preliminary agenda in a step by step approach.
- The agenda will outline how feedback from a pilot interview will be incorporated into the overall research design.
- The resultant interview agenda will be an improved roadmap for subsequent data collection through interviews.
- The researcher will take hand-written notes during interviews to ensure all research questions are covered as well as note new questions that might emerge over the course of the interviews.
- With permission from the participants, two reliable audio recording instruments will be used to capture sound during the interviews as a digital audio file. An iPhone app named iTalk will be used in combination with the Phillips Voice Tracer model DVT2500 to capture two different versions of each interview. These files as well as typed version of hand-written notes will be added to the case study database.
- Interviews will be transcribed using the PC application Express Scribe Pro and converted into Microsoft Word text files that will be submitted to the participants for approval before the analysis stage.
- The case study database that acts as a validity and reliability measure will expand over the course of the research. The database is a collection of files

and folders maintained in a structured way and indexed within spread sheets. It is stored on the hard drive as well as cloud storage.

- Reflections and comments will also be recorded over the course of the research and will guide thought formation during analysis.
- This researcher has an educational background in marketing as well as several years of experience teaching in the field of marketing. This familiarity with the subject matter will also aide both during negotiating access and in the interview process while eliminating any impressions that the researcher is an outsider to the field of marketing.

4.5. PARTICIPANT SELECTION AND SAMPLING TECHNIQUE

Ethical approval was granted by the University of Bedfordshire's research ethics committee on the 27th of March 2014. Yin (2014) advises against using sampling logic in qualitative case studies. Interview participants are ambush marketers and represent one of three main sources of data for the case study namely interviews, documents, and observations. Documents in this context include various forms in which advertising has occurred and thus are better understood as a multimedia source. The number of interviews in this case study is aimed at between 8 and 12. The participants will be in middle to upper management positions within the marketing departments of ambusher organisations and will have been employed at the organisation at the time of the planning and implementation of ambush strategy in question.

With regards to the number of interviews to be conducted, theoretical sampling technique will be applied. According to Glaser et al. (1968) theoretical sampling is the process of data collection for theory generation in which the researcher jointly collects, codes and analyses data and decides what data to collect next and where to find it in order to develop the emerging theory. Glaser et al. (1968) further elaborated that in research focused on theory building, the researcher cannot state from the outset of his research how many cases will be researched over the course of the study. This can only be found at the point of theoretical saturation. According to Glaser et al. (1968, p. 61) theoretical saturation is the point in research where new participants are not adding new insight and the same findings are being replicated.

However a tentative end point had to be considered. For this purpose the average number of participants in previous research that employed single case study design was considered. The average number of participants in research such as Burgelman (1983); Harris & Sutton (1986); Eisenhardt & Bourgeois (1988); Gersick (1988); Leonard-Barton (1988) and Kübelböck (2013) is eight. Therefore as a tentative saturation point this study aims to interview at least eight participants.

4.6. DEVELOPING THE AGENDA

4.6.1. PRELIMINARY AGENDA

The development of a preliminary agenda for the participant interview in the pilot interview stage of this research followed four logical steps over the course of literature review and the developmental stage of the methodology.

Review of literature highlighted weaknesses and gaps in what is known about ambush marketing. These along with the limitations and scope of the study were depicted in the initial conceptual framework of ambush marketing shown in figure 3.5 in the previous chapter. The weaknesses led to the formation of detailed research questions discussed in section 3.5 and presented in the table below.

No.	Question description
1	What is the contemporary concept of ambush marketing?
2	What are the objectives of ambush marketers?
3	What are the key outcomes of ambush marketing?
4	Who are the intended target audiences of ambush marketing?
5	What is the role of organisational structure in ambush marketing decisions?
6	What are the budgetary considerations for ambush marketing strategies?

Table 4.5: Research Questions

A basic investigatory technique used in exploring qualitative research questions is the use of the “5 W’s” namely ‘who, what, when, where and why’ allowing for the use of ‘which’ instead of who, where the subject is not human (Kübelböck, 2013). The basic principle behind this technique is that the answers will be factual and precise and will lead to a complete overview of a situation. This technique is employed in a selective way where such questions broadened the understanding of the research question by highlighting specific avenues of enquiry. Additionally questions that

would lead to yes or no answers will be avoided. Applying this technique to the research questions above resulted in the following breakdown of each question.

No.	Question description	Selective use of the 5 Ws
1	What is the contemporary concept of ambush marketing?	Was this marketing measure implemented as a strategy or an adhoc marketing communications activity? Was the measure in response to a similar measure implemented by a competitor? What alternatives if any were considered before the implementation of this measure? Why was this measure preferred to any alternatives? Why was it preferred to your usual marketing practices?
2	What are the objectives of ambush marketers?	Please arrange the following objectives in order of relevance or preference with regards to this marketing measure Improving goodwill Interest of directors/senior staff Recruitment and retention of employees Improving profitability Increasing awareness Enhancing brand image What other objectives can you think of in implementing this marketing measure?
3	What are the key outcomes of ambush marketing?	What impact has this marketing measure had on your brand image? What has been the impact on the purchase intentions of your potential customers? What have your employees thought of implementing this measure? What other outcomes have you observed from the implementation of this marketing measure?
4	Who are the intended target audiences of ambush marketing?	In implementing this measure, did you intend to attract audiences of the targeted sport? If so, did you intend to target loyal fans of the sport or casual viewers? In implementing this measure, did you intend to bring the event to the attention of your existing audience?
5	What is the role of organisational structure in ambush marketing decisions?	Where in your organisation did the decision to implement this marketing measure originate? Who if anyone was opposed to this measure? If there was any opposition, what was their argument? When was the idea proposed? Was a team or taskforce formed to implement this measure? Who oversaw the implementation of this measure?
6	What are the budgetary considerations for ambush marketing strategies?	Was this measure covered in the usual marketing budget or was it given specific budgetary consideration? Was the cost of implementing this measure considered high, low or comparable to your usual advertising spend? Was a target ROI set to measure the success of this measure? If so was it achieved, if not what other performance indicators/ success measurements were used?

Table 4.6: Research Questions with Context Specific Questions and 5Ws Considered

The agenda for a qualitative interview serves as an aid or initial checklist of areas to be covered. The pilot interview will further refine existing queries while adding more relevant questions posed during the session. The final interview agenda will be developed again after considering the feedback from the pilot interview and will serve as the aide for the remainder of the research.

4.6.2. PILOT INTERVIEW

According to Yin (2014) the pilot test of the data collection instrument for a case study is a suggested step before the start of the case study. For the purpose of this research, the preliminary interview agenda developed above needed to be utilised in a pilot interview in order to refine it for use in subsequent interviews. The pilot test allowed for the assessment of interview questions as being plausible and comprehensive and leading to the discovery of relevant information necessary for thematic analysis.

The following table lists the changes and alterations that were made to the preliminary interview agenda after the pilot interview in order to refine it into the final interview agenda. The pilot interview facilitated the implementation of these minor changes over its course. This allowed for a complete and usable interview not only for the purposes of testing the instrument but for gathering of case study evidence as part of the main study as the agenda was refined over the course of the pilot interview.

The pilot interview was conducted on August 12, 2016. The overall duration of the interaction was one hour and thirty minutes with a portion of the time dedicated to educating the interviewee about the research project, its scope and limitations as well as explaining the research ethics and obtaining permission to tape the subsequent conversation. The interview was carefully transcribed and sent back to the participant for approval. The approved transcript of the taped conversation as well as correctional notes taken over the course of the pilot interview allowed for the formation of the following table that lists the main lessons learned from the interview regarding the research agenda.

No.	Item	Description
1	Changes to the preliminary agenda	Pilot interview showed that despite the interviewee being knowledgeable, certain terms and concepts had to be defined in order for accurate data collection.
2	Changes to the detailed questions	Some questions were unclear in terms of language and required rephrasing.
3	Omitting duplicate and similar questions	Some detailed questions, although dissimilar in their purpose, generated the same remarks hence repeating information.
4	Overall performance of the agenda	<p>The structure of the interview i.e. breaking it down into six distinct sections proved useful and the nature of the information collected in each section was distinct and versatile.</p> <p>The decision not to collect demographic information on the interviewee or the details of their occupation proved efficient as most of such information is known before the interview and would have to be redacted if collected. This shortened the length of the interview and allowed for more relevant data to be collected.</p> <p>Further instructions to the interviewee to refrain from mentioning any brand names or names of individuals which the respondent would wish to have redacted from the final report also proved helpful as the final report required no redacting.</p>
5	Further lessons	<p>The interviewee expressed satisfaction with the interview and gave positive comments in closing.</p> <p>Minor adjustments were implemented in subsequent interviews.</p> <p>The pilot interview was incorporated into the main study due to richness and relevance of data collected from a negotiated source.</p>

Table 4.7: Pilot Interview Insights

Due to the value of the participant as representative of an actual major UK brand involved in ambush marketing and the difficulty involved in negotiation access as well as the valuable and relevant data gathered over the course of the interview, it was decided that the pilot interview would be utilised in the main case study.

4.6.3. FINALISED AGENDA

Following only minor changes identified by the pilot interview, a complete finalised agenda was developed. The preliminary agenda was modified in certain ways with the remaining lessons incorporated into the way subsequent interactions were carried out.

- A short introduction to the research, its scope, limitations as well as definitions of some terms and concepts was made part of the pre-interview briefing. This was added to the agenda but also elaborated from memory in order to demonstrate researcher's knowledge.
- Similar questions were left in the final agenda but were dropped as and when it was felt that the answers could be found in the existing conversation.
- The language of questions that prompted the interviewee to ask for a rephrasing was adjusted to be more self-explanatory.
- Questions that became irrelevant due to the nature of the marketing strategy in question or other reasons were not asked.

The final interview agenda can be found in Appendix 2.

4.7. CREATION OF DATA

4.7.1. SOURCES OF CASE STUDY EVIDENCE

As discussed earlier, the data for case studies can come from various sources such as documents, archives, interviews, observations and artefacts (Yin, 2014). The use of multiple data sources is an important aspect of case study research. This, along with the maintenance of an evidence database is a reliability feature of this type of research. Interviews are considered by Yin (2014) to be the most important source of case study evidence.

In interpretivist research, interviews are seen as an active data making process rather than a data transmission technique of questionnaires. This process means data is constructed through collaboration between the researcher and participants. Here the argument could be made of the researcher's own bias. However in interpretivist research, the researcher does not attempt to eliminate bias, rather acknowledges it (Yin, 2014). A further step in checking for bias is the submission of the interview report back to the participants for approval.

For the purposes of this research single participant interviews have been chosen over focus group sessions due to the time constraints of both the researcher and the potential participants. Additional data sources of documents etc. will be identified and accessed over the course of interviews where they pertain to any claims made by the participants. Marketing materials mentioned earlier are readily available online and may also be accessed in their conceptual stages through participants. Where

confidential materials are obtained, they will be treated in accordance with the participant's preferences.

4.7.2. INTERVIEW TRANSCRIPTS

Following the pilot interview as well as subsequent interviews, the two sources of data will be the taped audio recording of the interview and the handwritten notes taken during the interview. Both will be saved in their original form (scans of handwritten notes) in the case study database constructed in a series of folders. The audio recording and the notes will be transcribed into word files that will then be sent back to the participant for approval. Once approved, the transcript and the notes will be added to the database ready for analysis.

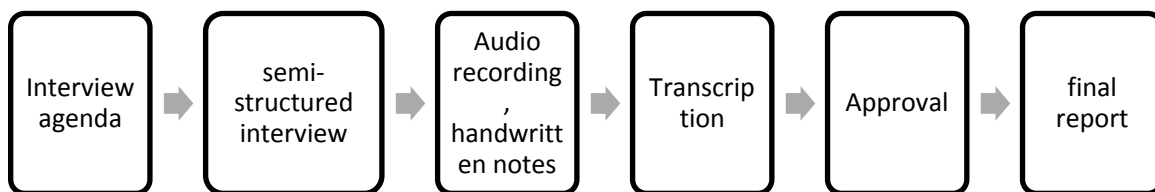


Figure 4.2: Data Creation Process (Source: Author)

4.8. DATA ANALYSIS

Yin (2014) indicates that the techniques available for analysis of qualitative data are not considered to be well established by some within the academic community. This view has been contradicted in the writings of others such as Flick (2009); Thornhill et al. (2008) and Easterby-Smith & Jackson (2012) who have outlined a myriad of strategies and provided justification for the rigorous and transparent nature of qualitative research. Coding, collating, reducing and analysing data in a consistent and systematic way is the key to ensuring quality and rigour.

Yin (2014) describes four general strategies for analysing case study evidence.

1. Relying on theoretical propositions
2. Working the data from the “ground up”
3. Developing a case description
4. Examining plausible rival explanations

The first strategy is to base research questions or propositions on existing theory found in the review of literature. This research looked at the conceptual framework of

corporate sponsorship and compared it to the initial conceptual framework of ambush marketing to indicate the dearth of research into the aims and objectives of ambushers, their managerial considerations and the outcomes of ambush marketing. In doing so, and considering the theoretical position that ambush marketing aims at sponsorship objectives and outcomes, existing theory on sponsorship shaped the research propositions. The second strategy of working with data from the ground up was therefore not considered suitable for this research.

Furthermore elements of the third and fourth strategies of developing a case description and considering rival explanations are also incorporated into this research design. Description building will be implemented in the write-up phase of the case study narrative in order to lay out the ambush process in a temporal way as it unfolds within organisations. Consideration for rival explanations according to Yin (2014) is when an observed outcome is the result of stimuli different from the ones initially thought to be responsible for the outcome. This consideration informed the preliminary research questions and the analysis will incorporate rival explanations during the coding stage.

Various analytical techniques are available for the analysis of qualitative case study data. Content analysis was not considered suitable for this research as it is often applied to research with a positivist epistemology. Grounded analysis does not allow for themes emerging from literature review to inform the codes beforehand (Easterby-Smith & Jackson, 2012). Since this research is partly informed by existing theory in sponsorship, this technique was not suitable.

4.8.1. THEMATIC ANALYSIS

Thematic analysis is a qualitative research method used to identify, analyse and report patterns or 'themes' within data (Braun & Clarke, 2006, p. 79). According to Braun & Clarke (2006) thematic analysis is a widely used qualitative analytic method. Holloway & Todres (2003) state that qualitative methods are often quite complex and that thematic analysis is considered to be a foundational method for qualitative research.

The methods applied in qualitative analysis can be divided into two types. Some methods such as grounded theory or discourse analysis are closely linked to specific epistemological positions while others such as thematic analysis are independent of

theoretical or epistemological stances (Braun & Clarke, 2006). Thematic analysis allows for flexibility and theoretical freedom while dealing with rich and complex data.

1. Themes

It is important to understand the nature of themes and how they come about. Some authors such as Rubin & Rubin (2011) state that themes are found or discovered embedded throughout the data. This view however limits the role of the researcher to a passive reader or interpreter. Ely (1997, p. 205) argue that themes reside in the researcher's mind, emerging from the researcher thinking about the data and creating links as he/she understands them.

A theme is a categorisation that encapsulates something important found in the data relevant to a research question and helps to create meaning within the data. With regards to how recurrent or prevalent a theme should be in the data, there is no hard-and-fast rule (Braun & Clarke, 2006, p. 82). Furthermore, a theme might not be given the same amount of consideration in each separate data item where it is found. The significance of a theme is not dependent on its frequency but on whether or not it captures something significant to the research question.

2. Defining Data Terms

For the purposes of thematic analysis, the data collected for research is described in the following terms.

- Data corpus is the entire data collected for the research.
- Data set is any combination of data items from within the corpus that are used for or relevant to a particular analysis.
- Data item is an individual piece of data collected such as an interview or a TV commercial.
- Data extract is an individual chunk of data from within a data item that is coded to a specific theme for instance a few seconds or a single frame from an ad or a specific sentence from an interview.

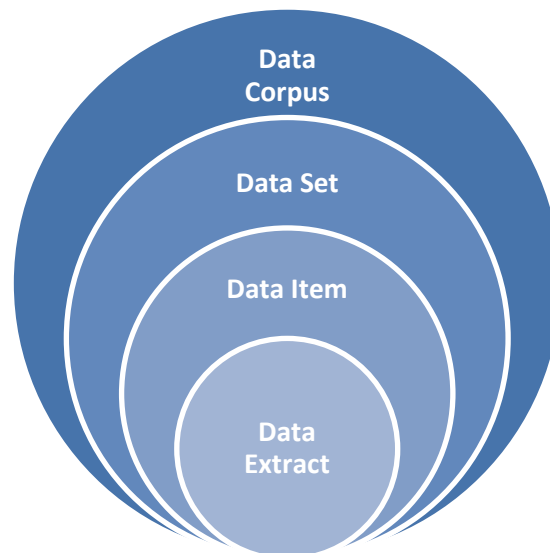


Figure 4.3: The data corpus adopted from Braun & Clarke (2006)

3. Steps Involved in Thematic Analysis

Braun & Clarke (2006) have described the following steps as being most commonly associated with the process of thematic analysis in qualitative research.

Phase	Brief description
1. Familiarising oneself with the data	Transcribing of the data, reading and re-reading the data to identify and highlight initial concepts
2. Generating initial codes	Coding relevant and interesting content of the data across the data corpus. Collating data relevant to each code
3. Searching for themes	Collating codes into potential themes and gathering all data extracts relevant to these themes.
4. Reviewing the themes	Checking if the themes work in relation to the coded extracts (level 1) and the entire data set (level 2) to generate a thematic map of the analysis.
5. Defining and naming themes	On-going refining of each theme and the overall story the analysis tells while making the definitions and names of each theme clearer.
6. Producing the report	Finalising the analysis, collecting vivid and compelling extracts and examples, relating findings back to the research questions and literature, producing a scholarly report of the analysis.

Table 4.8: Steps involved in thematic coding (Braun & Clarke, 2006)

4.9. THE CASE STUDY PROTOCOL

A case study protocol is a roadmap for case study research that allows for the step by step process of case study to be mapped and followed in a structured and coherent manner. Recommended by several authors (Brereton et al., 2008; Yin, 2014), it is a key design and quality feature of case study research implemented to improve transparency and reliability of the research process. This research used the template developed by Brereton et al. (2008) based on the recommendations of earlier authors such as Yin (2014) and Eisenhardt (1989). This template allows researchers to check their implemented research design for the presence of accepted and established steps and processes that strengthen the case study design. The following table is based on this template and further elaborates where in the preceding chapters these steps were implemented.

No	Case Study Protocol Item	Applied	Evidence
1	Research background: discuss existing research	Yes	Chapter 2
2	Define main research proposition	Yes	Section 4.2.2
3	Define additional research questions	Yes	Section 3.5
4	Single or multiple case study	Yes	Single
5	Describe unit of analysis	Yes	Section 4.2.3
6	Describe sub-questions and measures to be used for their investigation	Yes	Section 4.6
7	Criteria for participant selection	Yes	Section 4.5
8	Assign roles to team members	No	Not applicable
9	Identify data to be collected	Yes	Section 4.6
10	Define data collection Plan	Yes	General planning
11	Describe data storage	Yes	Section 4.7
12	Identify criteria for interpretation of findings	Yes	Section 4.8
13	Identify which data elements will be used and how data will be combined	Yes	Section 4.8
14	Consider the range of possible outcomes	Yes	Section 4.8
15	Analysis while study progresses	Yes	Single case study, iterative process, on-going analysis
16	Validity and reliability measures	Yes	Section 3.4.4
17	Case study limitations	Yes	Section 3.6
18	Target Audience	Yes	Academic community, marketing managers/ practitioners
19	Timetable for main steps	Yes	Tentative timetable for personal reference

Table 4.9: Case Study Protocol (Brereton et al., 2008)

4.10. CONCLUSIONS

The research design described in detail in this chapter is informed by quality literature on case study research as well as business and management research in general. The preliminary interview agenda developed by applying the “5 Ws” logic as well as theory from sponsorship literature will serve as an aide template for the pilot interview. Following the pilot interview a number of design elements will be refined and the thematic analysis process will become clearer as pre-existing themes give rise to codes and rival explanations are considered in due course.

Similar research projects discussed earlier in this chapter as well as research featured in Yin (2014) and Eisenhardt (1989) have inspired among others, the following main elements of the research design.

- A qualitative, single case study design has been implemented to achieve new insights and explore the previously unexplored process of ambush marketing from the managerial perspective of firms that implement it.
- Semi-structured interviews combined with documents and observations are the main data sources.
- Theoretical sampling has been preferred to stratified sampling or other methods. The average number of eight interviews in previous research is expected to generate resultant theory.
- Thematic analysis of qualitative data from above sources has been adopted as the data analysis technique.

5. DATA COLLECTION AND ANALYSIS

5.1. INTRODUCTION

This chapter deals with the collection and analysis of case study data. The empirical case study built on the interpretation of this data is contained within this chapter. The sheer volume of raw data collected in the form of interview transcripts is too large to be included in its entirety in this chapter. A complete transcript of one interview with respondent code named AM05 can be found in the appendix (Appendix 3). In addition to this, the appendix also contains a reduced and coded report or coding summary of the same transcript generated in QSR NVivo (Appendix 6).

The complete coding summary of all interview transcripts is also too large. Instead a complete report on only one parent theme “Strategic Ambush Marketing” and all of its child themes is included in the appendix (Appendix 7). This demonstrates the cross interview data analysis and interpretation as well as transparency in the application of case study protocol and establishing chain of evidence.

This chapter lays out the narrative synthesis of the cross interview analysis in order to facilitate the formation of a detailed conceptual framework of ambush marketing in sports.

5.2. STEPS INVOLVED IN DATA COLLECTION

5.2.1. NEGOTIATION OF ACCESS TO INTERVIEWEES

Section 4.5 in the previous chapter outlines the qualifying requirements and the criteria applied to select and contact potential participants. The unit of analysis of the case study as elaborated in section 4.2.2 is the sport industry in the UK including international sports broadcast in the UK. The sport industry includes sports organisers, sponsors, broadcasters, ambushers and audiences. This research is focused on the ambushers of sports broadcast in the UK. The compulsory requirement was that the participant’s organisation must have practiced ambush marketing at a recent sport between 2 to 4 years ago. This timeframe allows for outcomes of implementing such measures to become clear which would aid in collecting relevant data. More recent ambushers such as those of the 2016 Olympics

would not be able to inform the author of the outcomes of their ambush, while older strategies would be hard to recall for respondents.

Extensive marketing management experience preferably in multiple organisations as well as good knowledge of marketing demonstrable through education or other achievements such as awards and recognition within the industry were desired attributes in potential participants.

An initial list of around 38 potential participants was compiled. The necessary contact details were obtained from premium features of professional social networking site LinkedIn as well as a premium rate online business directory service RocketReach. This list was used to contact potential respondents via email, social networking as well as phone in order to ask for their availability and willingness to participate in the study. Out of the initial 38 who were contacted, 13 people agreed to be interviewed. For the 25 who declined, major reasons for not participating were unavailability and lack of authority. A further shortlisting was carried out based on the availability of respondents within the timeframe of data collection stage of the research and general impressions of the author about the respondents and their organisations. Eight suitable participants from major British and multinational organisations were finalised. The dates and times of interviews were agreed upon. Even though the negotiation of access and finalisation took over eight months, all interviews were ultimately scheduled in the three month data collection time period from August to October of 2016. All participants had worked in multiple organisations in various roles and had extensive experience of developing and implementing marketing strategies. As an extra layer of precaution in order to protect the participants' anonymity the traditional use of first letters from the names of respondents in transcripts is replaced with a numbered code ranging from AM01 to AM08. This has been done to satisfy concerns of the first participant regarding possibility of identification through contextual and industry details combined with his initials. It was later repeated for subsequent participants to ensure uniformity and provide the same level of anonymity. A confidential list of actual identities is retained by the author under lock and key as per the ethical code of practice. The relevant details of all participants are as follows.

AM01

Ambush marketer No.1 or (AM01) is the head of performance marketing for a major UK online gambling company headquartered in Stoke-on-Trent. The company

employs over 3000 people and has over 19 million customers in over 200 countries worldwide. AM01 has worked for the company for over 10 years in roles such as affiliate marketing manager, head of affiliate marketing and his current position. He has a bachelor's degree in interactive media production.

AM02

AM02 is the Brand manager for youth and national campaigns at a major American fast food chain with over 750 restaurants in the UK. He has worked for the company for over six years and had previously worked as digital media manager before being promoted. He has a master's degree in sales and marketing.

AM03

AM03 is a marketing manager at a multinational consumer good company headquartered in London that manufactures and markets a number of well-known household brands. She is in charge of a renowned food brand within the company's portfolio. She has been with the company for 14 years and in her current role for 3 years. She has a bachelor's degree in economics and business finance.

AM04

AM04 is the head of marketing for the UK based brands owned by a large Japanese conglomerate. The company has acquired a number of established UK brands of condiments. She has worked for the company for four years and has extensive prior background in marketing spanning 15 years. She has a bachelor's degree in business studies and marketing.

AM05

AM05 is the marketing director of a large multinational food company headquartered in Essex. The company has operated in the UK since 1970 and is the top seller of basmati rice in the country. AM05 has worked at the company for over 7 years in roles such as marketing manager, brand manager, senior brand manager and her current title. She has a bachelor's degree in marketing and psychology.

AM06

AM06 is the UK wide brand lead for a major bottled water brand owned by a French corporation that also owns a number of other prominent food and beverage brands. He has three years of experience with the company and has worked in marketing for eight years. He has a bachelor of commerce degree.

AM07

AM07 is the UK commercial director of an American multinational food manufacturing company with its UK headquarters located in Manchester. He has been with the company for 3 years and has a marketing career spanning 16 years. He has a bachelor's degree in marketing.

AM08

The final participant is a senior brand manager for an Irish food company headquartered in Dublin. The company owns a number of famous brands of snacks widely available in the UK. She has worked for the company for 2 years and has overall eight years of experience in marketing. She has a bachelor's degree in psychology.

5.2.2. MAKING OF THE DATA

Every interview started with a briefing on the goals, procedures and ethical considerations of the research. The pilot interview with respondent AM01 was instrumental in refining a final interview agenda. Based on the expectations of the pilot interview participant, the agenda was modified to contain such information. A sample of the final interview agenda utilized in interviewing respondent AM05 is attached in the appendix (Appendix 2).

Each interview began with the utilisation of the questionnaire included in the final interview agenda (Appendix 2). The structure of the interview and the content targeted by the questions previously developed and discussed in section 4.6 allowed for further related questions to be posed in order to elaborate on the responses as and when it was pertinent.

The interview targeted the research gap found through the review of literature in order to fully understand the impact and influence of ambush marketing on the processes and procedures involved in marketing. The following table outlines some key properties of all interviews.

Participant	Participant's Position	Experience (years)	Gender	Date of Interview	Duration of Interview
AM01	Head of Performance Marketing	10	Male	12/08/2016	30 minutes
AM02	Brand Manager of Youth and National Campaigns	9	Male	31/08/2016	45 minutes
AM03	Marketing Manager	14	Female	10/09/2016	45 minutes
AM04	Head of Marketing	15	Female	13/09/2016	45 minutes
AM05	Marketing Director	7	Female	21/09/2016	38 minutes
AM06	Brand Lead	8	Male	29/09/2016	40 minutes
AM07	Commercial Director	16	Male	07/10/2016	50 minutes
AM08	Senior Brand Manager	8	Female	12/10/2016	40 minutes

Table 5.1: Interview Information

As stated earlier the data making took place over three months from August to October 2016. The eight interviews conducted in total amounted to a total length of approximately 6 hours of audio recordings. The average interview lasted approximately 42 minutes.

Although the possible full number of participants available for this study was 13, the data collection was ended at the eighth interview. Along with being in line with the previously mentioned limitation of timeframe, this was also in line with the preferred sampling method of theoretical sampling as described by Glaser et al. (1968). Repetition of similar responses and saturation of data was perceived after the seventh interview. All eight interviews were completed nonetheless to collect the maximum amount of data in the time available.

The interview recordings were used to write transcripts. This process proved to be time consuming as one hour of audio required approximately seven to eight hours of transcribing using Express Scribe Pro PC application. The following table provides an overview of the amount of data made over the course of the data collection phase.

Participant Code Name	Date of Interview	Duration of Interview	Pages (Arial 12, A4)	Word Count
AM01	12/08/2016	30 minutes	11	3033
AM02	31/08/2016	45 minutes	11	3140
AM03	10/09/2016	45 minutes	11	3017
AM04	13/09/2016	45 minutes	12	3260
AM05	21/09/2016	38 minutes	12	3393
AM06	29/09/2016	40 minutes	12	3187
AM07	07/10/2016	50 minutes	11	3158
AM08	12/10/2016	40 minutes	11	3162
Total		333 minutes	91	25,350

Table 5.22: Amount of Data Made

The interviews yielded a total of 91 pages of transcripts containing 25,350 words. Due to this volume, only one complete transcript is attached in appendix (Appendix 3). Once each interview was transcribed, the transcript was emailed to each participant for verification and approval. A copy of email correspondence containing the approval of participant AM05 after inspection of the transcript is attached in the appendix (Appendix 4). All participants approved the transcripts without any objections or corrections. The last approval from the final participant AM08 was received on October 22nd 2016.

5.2.3. FURTHER SOURCES OF EVIDENCE CONSIDERED

Further secondary sources considered over the course of the study were several documents published by sports organisers, static advertisements and posters used online and on social media as well as video advertisements.

The key documentation included in the data collection was the official guidelines published by major sports organisers. These were referenced by several interview participants. An opportunity to cross-examine these documents to ascertain the accuracy of interpretations by ambushers was an important step towards understanding ambush marketing planning process.

- 2014 FIFA World Cup Brazil - FIFA Public Guidelines for use of FIFA's Official Marks
- Rio 2016 and Rio 2016 Paralympic Games - Brand Protection Guidelines Advertising Market and Advertisers (Version 2)

- UEFA EURO 2016 - Public Screening Licence Terms and Conditions

After an in-depth review of all three documents, the first two were used as sources of secondary data as they bore direct relevance to the discussions that took place between the author and participants. The scope of the third document was found to be too narrow as it only dealt with situations where a sport was screened at public places such as restaurants, pubs, sports bars and clubs etc. Since none of the investigated cases of ambush marketing involved such a scenario, the document was not used in analysis.

Images generated by ambushers to be used on their social media pages were another important source of secondary data. Increasingly, ambushers are utilising major social media sites to disseminate the imagery related to their ambush strategies. Since user generated content shared voluntarily on social media is not protected by copyright. This study made extensive use of such materials.

According to Yin (2014) case study research has selectively relied solely on any of the suggested sources of data. Some case studies discussed by Yin (2014) have used only interviews, documents or archives while others have used combinations of multiple sources. The use of multiple sources of data strengthens the analysis in this study.

5.3. PERSONAL LOG AND REFLECTION

The overlap between the data collection and data analysis phases is an important characteristic of research aimed at theory generation (Eisenhardt, 1989). These two phases in this study had a considerable overlap. The data collection occurred from 12th of August to 12th of October 2016 while the data analysis began with the approval of first transcript on the 23rd of August and ended on the 30th of October 2016.

Throughout the process, a log of reflective comments was maintained. Entries were added on an almost daily basis and whenever a significant insight was gained. Overall this log contained approximately 12,500 words. Of all the insights recorded in the log, two types of comments were most significant.

- Monitoring of reflexivity and bias related discrepancies in the data
- Opportunities to improve the interview process and author's interviewing techniques

5.3.1. REFLEXIVITY AND BIAS

Yin (2014, p. 112) defines reflexivity as the influence of the perspective of the interviewer on the interviewee. The stance an interviewer takes on a topic can have an impact on how an interviewee approaches that topic. A particularly negative perspective of an interviewer on a certain activity or behaviour may cause the interviewee to deny being involved in that activity. Since ambush marketing is still a largely unexplored and sensitive subject from the perspective of ambushers, the author maintained a neutral stance on the topic neither approving nor disapproving of the practice. Regardless some participants attempted to ascertain the author's stance on the matter. The reflective comments log allowed the author to keep a close eye on this and other potential threats to accurate data collection. No significant reflexivity was registered through the assumption of a neutral stance.

Several participants were noted to be denying either the nature of their practice as being ambush marketing or at least the knowledge of what they had practiced qualified as ambush marketing. Participant AM03 had the following opinion:

"I can see how the indirect association aspect of defining what is ambush kind of seems like what we did with our promotion. So an outsider might argue that it is ambush marketing. And I am aware that there was a lot of talk online in various articles and they mentioned our product along with the others I mentioned and said it was all ambush marketing."

This was however not seen as any kind of bias but an emergent theme in the data which directly relates to the perceived stigma in the industry regarding ambush marketing. The reflective log provided essential insights on the participants' demeanour and emotional state during such situations. Others were more open in accepting that their strategy was to ambush a sport and that they had been aware of the concept itself at the time. This was seen as acceptance and was identified as another emergent theme. When asked whether his brand has ambushed a sport, respondent AM07 replied as follows:

"Sure we did. I mean let's face it. It can be done in many ways and in the grand scheme of things; the way we did it is probably the least objectionable if at all."

5.3.2. IMPROVING THE INTERVIEW PROCESS

A semi-structured interview agenda was conceptualised during the process of developing methodology. This agenda seen in appendix 2 was adhered to strictly during early interviews resulting in highly structured transcripts which required no data reduction. In later interviews however, the discussions took a more free approach as the author identified areas that could benefit from further elaboration and participants were allowed to relate relevant anecdotes. In such scenarios the agenda served as an aide memoire guiding the overall direction of the conversation. In some cases however, the participants were more comfortable with a structured interview and fell silent after delivering a short response prompting the author to ask the next question in the agenda. Such interviews were shorter than others where participants were more talkative and actively participated in lines of questioning arising from their responses.

Another major influence on the length of interviews was the time restraints of the participants. Most participants were high level managers, brand leaders and directors. Their time was extremely limited and had to be managed extremely carefully. Considerable time and effort was spent on arranging travel to the participants' locations in order to arrive on time and start interviews at agreed upon hours. Interviews with participants with limited time were more structured and followed the agenda more closely.

Thornhill et al. (2008) stress the need for expedient conversion of interview recordings into reports so as to make full use of memory in relation to recency of the interviews. Such an approach was also in line with the time limitations on the author to complete the data collection phase. Therefore the transcription of each interview began immediately after the interview. This allowed for an average time of less than eight days between interviewing and submitting the transcript for the participant's approval.

The criteria for selection of interview participants outlined in section 4.5 were also met completely. All participants were high level marketing professionals with an average experience of 10.8 years. All participants were also employed at their companies at the time when the ambush strategy was implemented. Only one respondent AM01 was serving in a different position at the time of the interview from the one in which he had served at the time of the ambush. The rest of the

participants were all in the same positions. Several respondents were also found to be the pioneers of the ambush strategy in question which was an unforeseen advantage.

Yin (2014, pp. 73, 6) has outlined the desired skills and values of a case study researcher gathering case study evidence through interviews as follows:

- Asking good questions
- Being a good listener
- Staying adaptive
- Having a firm grasp of the topic
- Avoiding bias

Although the first four skills were demonstrated at various appropriate stages of the research, the reflective log notes that avoiding bias proved to be the essential skill and a focus of the data collection phase. The research on ambush marketing has been largely biased as its objectives have often been to limit or eliminate the practice of ambush marketing. A prominent study by Humphreys et al. (2010) attempted to measure the impact of “naming and shaming” technique to combat ambushers. With the bulk of research approaching ambush marketing in a biased way, the main difference of this study has been to completely eliminate the issue of bias and place ethics and legality outside the scope of the study. In this way, the interview agenda was designed to focus on the functional aspects of ambush marketing while avoiding those topics entirely. The focus areas outlined in the agenda in cases where it was adhered to closely as well as where it was used as an aide memoire, bias was eliminated successfully resulting in the earlier mentioned themes of acceptance and denial based solely on the participant’s own perspective on the practice of ambush marketing.

Lastly reflections in the log point to participants’ years of experience in upper management meaning that they were skilled in negotiation and were able to argue their points of view with the use of logic and examples. This combined with their choice of denial often resulted in a challenging interview. Here the author’s skill and knowledge of the subject matter, demonstrated earlier in the curriculum vitae, proved to be an essential resource to keep the interview on track and collect relevant data.

5.4. THEMATIC ANALYSIS OF THE DATA USING QSR NVIVO

5.4.1. INTRODUCTION TO NVIVO

NVivo is a qualitative data analysis (QDA) software developed by an Australian software company QSR international based in Melbourne. It allows users to organise and analyse rich multi-source non-numerical data such as text, audio, video and image files. It has wide ranging applications in academic, political, medical, psychological and commercial research.

5.4.2. STARTING A PROJECT AND IMPORTING DATA INTO NVIVO

Starting a new project in NVivo is as simple as creating a new file in most applications. In case of academic research, the name of the project can correspond to the title of the research.

Once a new project was started, the first step was to import the finalised and participant approved transcripts into the project. Each import can be associated to a new case node. This is essentially the representation of interview participants as entities in NVivo. These case nodes can be assigned demographic characteristics. However this function was not utilised as the study is not focused on interview participants but the ambush marketing strategies of their organisations. All eight transcripts were imported into the “Internals” folder of the research project.

5.4.3. DIFINING THE THEMES OR NODES

Section 2.12 of the literature review established a gap in ambush marketing research by comparing the existing conceptual frameworks of sponsorship and ambush. This dearth of research was later utilized in section 3.5 of the methodology in order to define detailed research questions. These questions then guided the formation of the interview agenda in section 4.6. Furthermore they served as the source of initial thematic headers for start of the coding process. In this way the research appears to adopt a somewhat deductive approach. However the initial themes were later revisited and refined several times over the course of data analysis which is a property of inductive research (Yin, 2014). This approach also adds an element of pragmatism to the analysis of data. The reflections recorded in the log also chart this process which adds transparency and is an instrument for ensuring construct validity as discussed in section 3.4.4. The detailed research questions defined in section 3.5, the corresponding initial themes extracted from those research questions and the

refined thematic nodes resulting from and used in coding and analysis of data in NVivo are represented in the table below:

Detailed Research Questions	Initial Themes	Refined Thematic Nodes
What is the contemporary concept of ambush marketing?	Strategic Ambush Marketing	Developing Ambush Marketing Strategies
What are the objectives of ambush marketers?	Objectives of Ambushers	Determining Ambush Marketing Objectives
What are the key outcomes of ambush marketing?	Outcomes of Ambush Marketing	Benefits and Drawbacks of Ambush Marketing
Who are the intended target audiences of ambush marketing?	intended target audiences of ambushers	Targeting Ambush Marketing Audiences
What is the role of organisational structure in ambush marketing decisions?	role of organisational structure	Ambush Marketing Decision Making
What are the budgetary considerations for ambush marketing strategies?	Budgeting and Costs of Ambush Marketing	Ambush Marketing Expenditure

Table 5.3: Research Questions, Initial Themes and Refined thematic Nodes

Appendix 8 contains a node structure report generated in NVivo that lists all parent and child themes. In line with development of a conceptual framework of ambush marketing, the data collection and analysis phase also put emphasis on establishing a flow of activities involved in ambush marketing operations. The initial themes gathered from interview questions and their refined and finalised thematic nodes paved the way for the establishment of an ambush marketing lifecycle that involved a slight rearrangement of these themes or processes based on when in the course of ambush marketing they become relevant. The following figure represents these in the correct order in the process of ambush marketing.

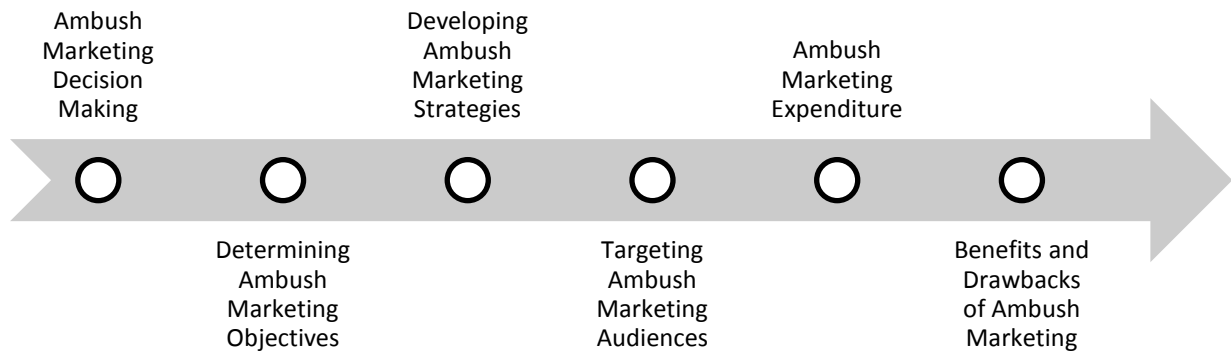


Figure 5.2: Ambush Marketing Life Cycle

5.4.4. USE OF NVIVO IN DATA REDUCTION AND COLOUR CODING

Reduction of collected data is a necessary step in manual qualitative data analysis. This process allows reducing the detailed interview transcripts into relevant answers to agenda questions. Traditionally this would result in a new shorter version of interview report that is more closely linked to the interview agenda in its structure.

NVivo allows the coding of data directly from full transcripts into the thematic nodes. Once this simple “drag and drop” coding is performed, the node itself contains the relevant chunk of data and collates all other chunks of data dropped into it. This utility of NVivo replaces the need for data reduction. On average around 75% of each transcript was coded into various thematic nodes as determined by comparing word count of coded text to the full word count in each transcript. A separate process of data reduction without the use of NVivo would have similarly involved data reduction to 75%.

In manual qualitative research, colour coding allows easy identification of data coded to each individual theme. Although in NVivo each node’s coded data can be viewed separately and if need be, extracted as a separate MS Word document, NVivo still provides options for assigning colours to each thematic node and its child nodes (sub-themes). The following table shows the colour codes assigned to each thematic node in this analysis.

Parent Node	Colour Code
Ambush Marketing Decision Making	Green
Developing Ambush Marketing Strategies	Orange
Determining Ambush Marketing Objectives	Blue
Targeting Ambush Marketing Audiences	Pink
Ambush Marketing Expenditure	Purple
Benefits and Drawbacks of Ambush Marketing	Red
Notable Quotes	Yellow

Table 5.4: Colour Codes

The following is a screenshot of NVivo with a list of all parent nodes and their corresponding colour codes.

Nodes						
	Name	Created On	Created By	Modified On	Modified By	
+	Ambush Marketing decision Making	26/08/2016 12:33	MWA	03/11/2016 16:53	MWA	Green
+	Ambush Marketing Expenditure	26/08/2016 12:47	MWA	03/11/2016 16:54	MWA	Purple
+	Benefits and Drawbacks of Ambush Marketing	25/08/2016 14:55	MWA	03/11/2016 16:54	MWA	Red
+	Determining Ambush Marketing Objectives	25/08/2016 14:20	MWA	03/11/2016 16:55	MWA	Blue
+	Developing Ambush Marketing Strategies	24/08/2016 13:03	MWA	03/11/2016 16:56	MWA	Orange
+	Notable Quotes	09/10/2016 16:35	MWA	03/11/2016 16:59	MWA	Yellow
+	Targeting Ambush Marketing Audiences	25/08/2016 15:31	MWA	03/11/2016 16:59	MWA	Pink

Figure 5.3: Nodes with Colour Codes

Appendix 5 contains a complete colour coded and highlighted report of the interview transcript of participant AM05. It is worth noting that NVivo facilitates access to data coded to each node and can generate a unique report. This makes the colour coding process unnecessary as a visual aid in locating data is not required. Nonetheless data was colour coded to minimise error during analysis and interpretation.

5.4.5. WITHIN-INTERVIEW AND CROSS-INTERVIEW ANALYSIS

NVivo allows simultaneous analysis of data within each interview and across all interviews. As the above mentioned thematic nodes and their child nodes are created inductively and data is coded to them, their continued use across all interviews means that they eventually contain chunks of data from multiple sources. NVivo allows the generation of a number of reports that are structured automatically to be used in within-interview and cross-interview analysis and interpretation.

5.4.5.1. Coding Summary by Source Report

This report collates all coded data arranged by thematic nodes from any single interview. It aids in within-interview analysis. Eight such reports were generated at

the end of the coding process each corresponding to an individual interview and detailing all thematic nodes and child nodes to which data was coded from within that interview transcript. One complete coding summary by source for interview with participant AM05 can be found in Appendix 6.

5.4.5.2. Coding Summary by Node Report

This report collates all coded data from multiple sources arranged by source (interview) for each thematic node. It aids in cross-interview analysis. Six such reports were generated once the coding process was complete. Each report corresponded to one of six refined thematic nodes described in table 5.3 and contained all coded data from multiple interviews. One complete coding summary by node report for the refined thematic node “Developing Ambush Marketing Strategies” is attached as Appendix 7.

A within-case analysis allows for the construction of a social reality within each organisation (Eisenhardt, 1989). As the focus of this case study is the sport industry in general, cross-case analysis formed the basis of the narrative synthesis of the case study that follows.

5.5. SYNTHESIS OF CASE STUDY NARRATIVE

5.5.1. FIRST THEME: DEVELOPING AMBUSH MARKETING STRATEGIES

A gap in the fundamental understanding and clarification of the concept of ambush marketing is one of the key issues identified in section 3.5.1. The degree to which ambush marketing becomes a part of a brand’s marketing strategy has not been determined clearly in previous research. Several definitions of ambush marketing have all described it simply as an “effort” (Crompton, 2004b) missing the fundamental determination of where in a strategy it fits. A logical objective of this research was therefore to determine whether ambush marketing is a strategy or is it simply a theme in advertising.

All participants described their ambush marketing as a strategic measure and evidence was found regarding the steps and processes involved in ambush marketing. Such steps were seen as a clear indication that ambush marketing is a planned marketing communication activity and not simply consideration of sports related themes in advertising. In addition to that, the time period involved in deciding, planning and implementing ambush marketing also indicates a strategic process of

ambush marketing. The table below shows how each participant described the ambush marketing campaign implemented by their organisations.

Participant	Description of Ambush Marketing Campaign
AM01	<i>“Well, as you know, we reached a 3 year agreement with the broadcaster to sponsor the coverage of the sport and then we extended the agreement another couple of years so this is pretty much a major part of our marketing strategy.”</i>
AM02	<i>“It is a strategic measure that we have implemented alongside our regular menu offerings and has an integrated marketing plan attached to it.”</i>
AM03	<i>“The activity in question was what we like to call a marketing push around here. We launched a new flavour of our product in April 2014. And we backed it with an ad campaign mostly on television.”</i>
AM04	<i>“The product you are here to talk about was a limited edition special flavour of our iconic product. We brought this and four other flavours out as a 6 month only promotion in 2014.”</i>
AM05	<i>“This was a limited edition pouch inspired by Brazilian flavours. It was rolled out for just six months from June 2014 to November 2014. It was part of our marketing strategy for the second half of 2014.”</i>
AM06	<i>“The product was a limited edition Brazilian inspired coconut and pineapple flavour of our bottled water that we launched in the summer of 2014 supported by a social media and experiential marketing campaign.”</i>
AM07	<i>“We launched it as a limited time promotion from June to December of 2014 to celebrate the world cup football held in Brazil that year.”</i>
AM08	<i>“This was a new product that we introduced for a limited time back in 2014. It was a Brazilian twist on our popular snack enjoyed by millions in the UK. For the first time in the history of our brand, we focused on an event to launch a specific product.”</i>

Table 5.5: Descriptions of Strategy

Furthermore, participants described processes of external analysis and research utilising elements of PESTEL analysis in some cases. Participant AM05 further elaborated on her team’s ambush marketing research phase:

“This wasn’t something we just did, without considering all aspects of it. We do extensive research before creating our marketing strategies. Part of that research that came after our director suggested this was to look in depth at ambush marketing and the laws and regulations about it. We looked at literature and found that there was a lot of research on it. We sifted through that and news and all other sources we have to do our research and didn’t find a

single instance where a brand broke any laws without mentioning the sport by name.”

Another important indication of the strategic nature of ambush marketing was the length of time each participant’s organisation devoted to conceptualising, planning, implementing and evaluating their ambush. The following table lists the duration of time each organisation was involved in ambush marketing.

Participant	Inception	Launch	End	Duration
AM01	Early 2012	Summer 2012	On-going	On-going
AM02	December 2013	May 2014	August 2014	9 months
AM04	July 2013	February 2014	September 2014	14 months
AM05	December 2013	June 2014	November 2014	11 months
AM06	February 2014	May 2014	July 2014	6 months
AM07	November 2013	June 2014	December 2014	13 months
AM08	December 2013	April 2014	September 2014	10 months

Table 5.6: Duration of Ambush Marketing Activities

Participants’ organisations spent an average of 10.5 months planning and implementing ambush marketing strategies. Participant AM01’s organisation is involved in an on-going broadcast sponsorship of a major international sport on a British television channel since 2012. A common form of ambush marketing, event broadcast sponsorship is a complex integrated promotional activity which is an important element of his company’s strategic marketing plan.

Six sub-themes were identified within the theme of “Developing Ambush Marketing Strategies”. In NVivo these were developed as child nodes linked to the parent node of the same name. The figure below is the thematic map of “Developing Ambush Marketing Strategies”.

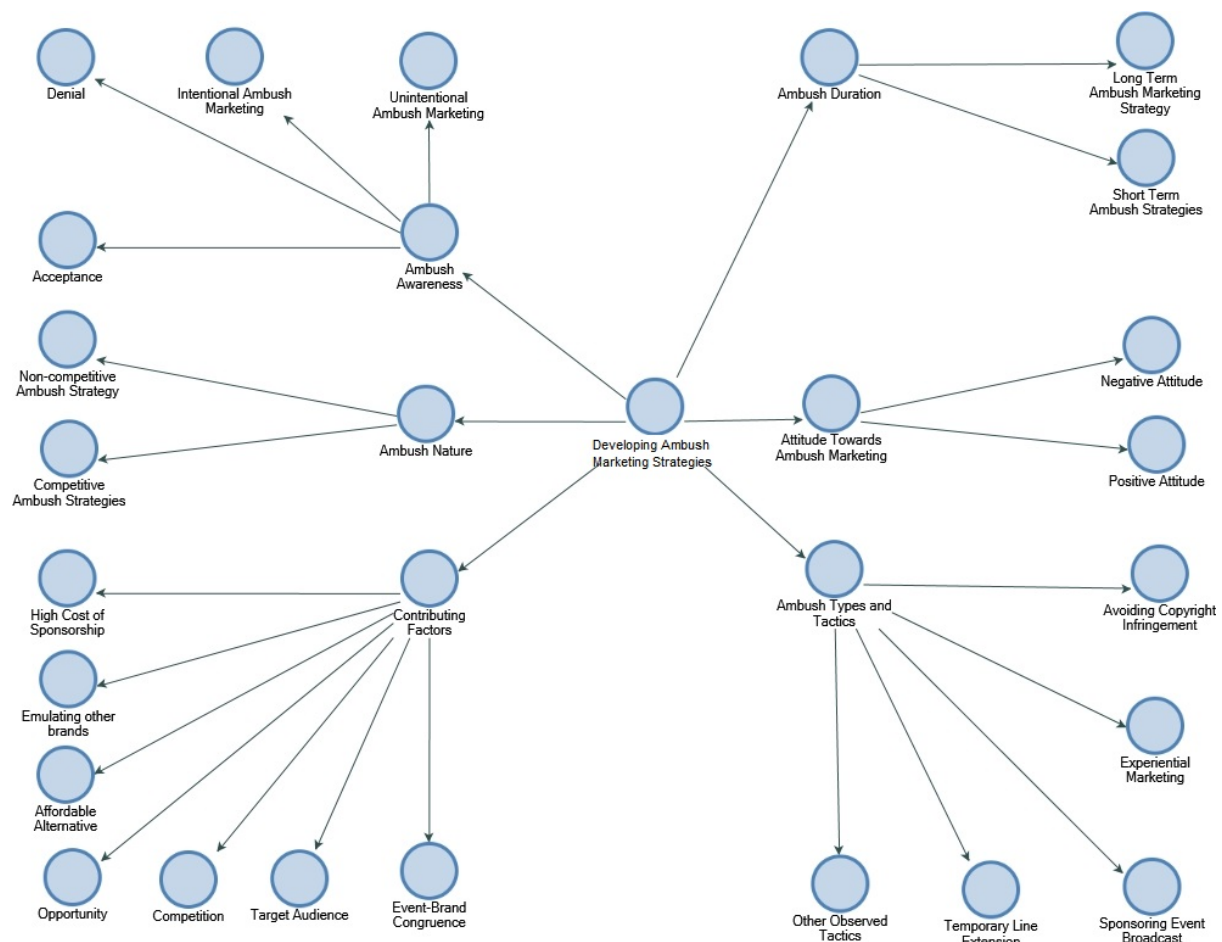


Figure 5.3: Developing Ambush Marketing Strategies: Thematic Map

5.5.1.1. Ambush Awareness

All participants possessed a fundamental understanding and awareness of what ambush marketing is. There were two main reasons for their awareness:

- Their level of experience on average in excess of 10 years in the industry
- The implementation of ambush marketing strategies for their organisations

Whichever the reason, all the descriptions or definitions of ambush marketing given by participants indicated a reasonable knowledge of ambushing. This was also an important indicator of the deliberateness of ambush marketing strategy implemented. The following table shows how each participant defined ambush marketing.

This analysis reveals that to a certain degree the traditional understanding of the desire behind ambush marketing is correct. Participants who represent ambushing companies have mostly agreed that ambush marketing is a way to emulate the activities of sponsors. However significant data also pointed to a clear differentiation of the second aspect of defining ambush marketing that deals with the intentions of ambushers. When participant AM05 was asked to further add intentions or objectives to her definition of ambush marketing she added:

“I think it would depend on every brand and their objectives. You’d be surprised how varied objectives can be behind every unique strategy.”

The indication of varied objectives behind ambushing points away from the traditional way of defining ambush marketing which attempts to associate ambushing with objectives such as confusing the audience about who is the real sponsor or weakening the sponsorship of a rival.

i. Intentional and Unintentional Ambush Marketing Strategies

Previous research on ambush marketing by Chadwick & Burton (2011) has indicated that there might be cases where a brand is misidentified as a sponsor by consumers based on previous or assumed relationship to a sporting event. A key discrepancy with such an assumption is that a brand can be categorised as an ambusher without the implementation of or reference to a specific marketing strategy. This further adds to the confusion surrounding the status of ambush marketing.

This study found that among the participants, there were brands who had implemented an ambush marketing strategy knowing that it was ambush marketing and others who at a later stage had come to the realisation that an already implemented strategy had been ambush marketing.

This way of differentiating between intentional and unintentional ambushers is more appropriate as it avoids bringing completely unrelated brands into the mix and only assesses those brands who have implemented a specific strategy which in itself qualifies as ambush marketing. The table below shows relevant remarks from respondents about the intentional or unintentional status of their ambush.

Participant	Relevant Statement	Status
AM01	<i>"This really wasn't a situation where we went out looking for sporting events to sponsor and then had a few to choose from. If I remember correctly, we were approached by the channel."</i>	Unintentional
AM02	<i>"I would agree that the fact that there is a major sporting event taking place in that part of the world is the main reason behind the launch of our promotion."</i>	Intentional
AM03	<i>"We were completely unaware that our association to Brazil would point to the sport." "Our association ended with Brazil as far as we were concerned. There probably were several other sporting and non-sporting events occurring in Brazil at the time. You really could make the case that we were ambushing any one of them."</i>	Unintentional
AM04	<i>"I think this promotion counts as ambush marketing."</i>	Intentional
AM05	<i>"I think there's a case to be made of why it is ambush marketing but I wouldn't say we were trying to pass off as sponsors."</i>	Intentional
AM06	<i>"If the status of a campaign being deemed ambush marketing is determined by the company implementing such promotion then I would have to say no, we did not plan to do ambush marketing."</i>	Unintentional
AM07	<i>"Sure we did. I mean let's face it. It can be done in many ways and in the grand scheme of things; the way we did it is probably the least objectionable if at all."</i>	Intentional
AM08	<i>"Let me first clarify that at the time we weren't being deliberate ambushers. We didn't choose to ambush first and then develop some kind of a strategy to achieve that."</i>	Unintentional

Table 5.8: Intentional and Unintentional Ambush Marketing

Incidentally, four of the participants indicated that their brands had intentionally ambushed a sport and the other four claimed unintentional ambush marketing had occurred.

ii. Acceptance and Denial

Among the participants who claimed that their company's ambush strategy was unintentional, there was a tendency to further deny the fact that their strategy qualified as ambush marketing. This was seen as a sign of apprehension and was particularly noted in the reflective comments log. It is a clear indication of stigma surrounding the use of ambush marketing and perceived risk in admitting it.

This was also in direct contrast to intentional ambushers who readily accepted that they had practiced ambush marketing. The following table builds on earlier analysis.

Participant	Status	Acceptance or Denial
AM01	Unintentional	Denial
AM02	Intentional	Acceptance
AM03	Unintentional	Denial
AM04	Intentional	Acceptance
AM05	Intentional	Acceptance
AM06	Unintentional	Denial
AM07	Intentional	Acceptance
AM08	Unintentional	Acceptance

Table 5.9: Acceptance and Denial

Of all participants who were unintentional ambushers, AM08 was the only one who accepted that the strategy itself was ambush marketing. She stated the following:

“Having said that, we did later realise that our product was in a way ambush marketing. But by then we had already completed our promotion and there were no negative consequences.”

Others maintained a defensive stance and bargained with the author over what qualified as ambush marketing. AM01 stated:

“Look, we had a legitimate link to the sport. The channel paid for the broadcast rights directly to the organisers and we paid the channel for sponsoring the broadcast. It’s an indirect sponsorship but a sponsorship nonetheless. How can a sponsorship be ambush marketing?”

5.5.1.2. Ambush Nature: Competitive and Non-competitive Strategies

The competitive nature of ambush marketing was more obvious at the time of its introduction in the late 20th century as discussed by Sandler & Shani (1989a). Early ambush strategies were not aimed at sports but at competitors of ambush marketers who were sponsoring those sports (Meenaghan, 1994). Such ambushers often developed their strategies in retaliation for sports organisers reaching agreements with their competitors for sponsorship rights over them. This trend continues to present day and has evolved into a tradition for major brands that regularly employ ambush marketing strategies.

However more recently other brands have developed ambush marketing strategies where the element of a competitor or competitive rivalry is completely missing (Chadwick & Burton, 2011). Such brands have different objectives than weakening their rival's sponsorship and act more unilaterally with a set of objectives not clearly defined.

None of the participants' brands had a direct competitor among the sponsors of the ambushed sport. When asked whether their motives were to compete with a rival, participants had the following responses:

Participant	Competitive or Non-competitive Ambush Marketing
AM01	<i>"When we decided to sponsor the coverage, none of our direct competitors was doing anything similar or even thinking of it, I believe. Come to think of it, they still aren't unless I'm wrong."</i>
AM02	<i>"As far as our competitors and their efforts are concerned, I personally doubt that anything they do influences anything we do. We certainly do not go out of our way to do similar things. If anything, we go out of our way to be different and unique."</i>
AM03	<i>"We don't really have any direct competitors for this particular brand in the UK. There are supermarket alternatives like Sainsbury's basics and in Tesco and elsewhere. And then there are imported brands. But we don't face direct competition. And no they weren't doing similar flavours."</i>
AM04	<i>"Our biggest competition is not from another identical product but from alternatives to our product like ketchup and brown sauce. And none of them had to my knowledge come out with a Brazilian flavour or sponsored FIFA."</i>
AM05	<i>"But this strategy was not a response to anything any of our competitors were doing."</i>
AM06	<i>"Just following the trend."</i>
AM07	<i>"None of our direct competitors was a sponsor and to the best of our knowledge none of them ambushed FIFA either."</i>
AM08	<i>"On top of that we didn't have any who were our direct competitor and were coming out with a Brazilian flavour of their own."</i>

Table 5.10: Competitive and Non-competitive Ambush Marketing

Although all participants in this study employed non-competitive ambush strategies, sufficient evidence exists to indicate that competitive ambush strategies are still being implemented. Nike continued the tradition of ambushing the Olympics to compete with Adidas as recently as 2012. Non-competitive strategies have not replaced such ambush but are an indication of the proliferation of ambush marketing.

5.5.1.3. Ambush Duration: Short-term and long-term Ambush Strategies

Ambush marketing strategies implemented by participants had an average span of 10.5 months as discussed earlier with AM01's company involved in a multi-year contract to ambush an event through broadcast sponsorship. Although most of the products launched by participants were limited time offers, the significance of this finding lies in the determination of the time of inception of these strategies. It was found that all strategies had been developed months in advance, in most cases since the previous year and were carefully researched and planned. This indicates that adhoc promotions or spur of the moment decisions to distract audiences excited by sports is not generally the form ambush marketing takes. AM05 stated the following:

“A lot of planning and research went into it. I think people who do things overnight are the ones who ultimately get in trouble. A well thought out, planned strategy is the best way to do ambush marketing.”

Regardless, most strategies implemented had a short promotional lifespan. The following table shows that the average timescale of the participants' promotional activities was just around 4 months.

Participant	Duration of Promotion
AM01	On-going
AM02	4 months
AM04	8 months
AM05	6 months
AM06	3 months
AM07	6 months
AM08	6 months
Average	4 months

Table 5.11: Promotional Duration of Ambush Strategies

5.5.1.4. Attitude towards Ambush Marketing

Chapter 2 deals with the review of available literature on ambush marketing in depth. A common focus of research on ambush marketing has been the determination of attitude towards ambush marketing from the perspectives of consumers. Such research found that respondents ranging from 38% to 56% at different times and regions agreed with the statement that they found ambush marketing unethical

(Lyberger & McCarthy, 2001; Portlock & Rose, 2009; Seguin et al., 2005; Shani & Sandler, 1998). The table below presents the relevant findings of various studies.

Research By	Shani & Sandler	Lyberger & McCarthy	Seguin et al	Portlock & Rose
Year	1998	2001	2005	2006
Event	Olympics	Super Bowl	Olympics	FIFA World Cup
Audience	US	US	US, Fr, Ca	UK
Q1. Non-sponsors should not lead consumers to believe they are official sponsors of the Olympic games / super bowl / FIFA world cup.	79% Agreed	80% Agreed	Didn't ask	66% Agreed
Q2. The practice of associating with the Olympic games / super bowl / FIFA world cup without being an official sponsor is unethical.	51% Agreed	38% Agreed	43% Agreed	56% Agreed
Q3. I am annoyed by companies trying to associate themselves with the Olympic games / super bowl / FIFA world cup without being official sponsors	44% Agreed	20% Agreed	36% Agreed	13% Agreed

Table 5.12: Attitude towards Ambush Marketing (Lyberger & McCarthy, 2001; Portlock & Rose, 2009; Seguin et al., 2005; Shani & Sandler, 1998)

Even though this study's focus was ambushers themselves, not all of them had a positive attitude towards the practice. Where this is in part related to their denial of involvement in ambush marketing, it is also in line with the findings of previous research. There is a fundamental divide among people based on attitudes towards ambush marketing.

It was observed that participants who had indicated that their ambush strategies were intentional and had shown acceptance of the fact that their strategy qualified as ambush, had a positive attitude towards the practice. The table below reflects their attitudes towards ambush marketing.

Participant	Attitudes towards Ambush Marketing
AM02	<i>"I would agree that the fact that there is a major sporting event taking place in that part of the world is the main reason behind the launch of our promotion."</i>
AM04	<i>"What we did was focus on Brazilian flavours of food and condiments. That is not damaging to any of the sponsors or the event. If anything, I think it reminds people of Brazil and FIFA. It's a win, win."</i>
AM07	<i>"But honestly, it is a strategy that is available to all and many take advantage of it. I think there is something that is lost in denying it. The whole point of ambushing nowadays is that people will notice it and say, oh look they are ambushing FIFA."</i>

Table 5.13: Attitudes towards Ambush Marketing

5.5.1.5. Contributing Factors

i. Affordable Alternative

Previous research has indicated that the high cost of sponsorship creates barriers for brands unable to afford becoming sponsors. This is seen as one of the reasons why some brands choose to ambush sports instead. This study found that although all participants had created highly cost effective campaigns, the option of sponsorship was generally not considered at any point. This means that ambush marketing was not seen as an affordable alternative to sponsorship but an affordable strategy in general. Ambush marketing is increasingly supported by innovative and imaginative advertising campaigns making use of social media platforms and low cost alternatives to mainstream advertising. Participant AM01 stated the following:

“Sponsoring that particular sport costs in the tens of millions and it’s in another country. But sponsoring its coverage from here is so much cheaper.”

Similarly AM02 commented on the revival of a previously used ambush strategy by stating the following:

“Since we already had the marketing and promotional materials developed, it was relatively low cost to bring it back.”

ii. Competition

Even with a distinct lack of traditional competitive rivalry with a sponsor, the issue of competition was not completely absent from the studied ambush marketing strategies. However among the participants’ brands the competition came mostly from other potential ambushers and their typical rivals. They developed ambush strategies in order to create differentiation for their products and stand out from their competition at a time when due to a major sporting event occurring in Brazil, the country had been the focus of a lot of media attention. This was seen as an opportunity to differentiate. Commenting on competitive rivalry AM01 stated the following:

“There’s no lack of competitors in our line of work and they are always doing very similar advertising and stuff.”

Another participant AM06 indicated that one of their competitors had also implemented an extremely similar ambush marketing strategy at the same time.

“I believe so. There was at least one other mineral water brand that came out with a Brazil inspired flavour.”

However continuing his policy of denial, AM06 stated that their strategy was not in response to that competitor’s ambush strategy. The competitor had launched their product in the market first.

iii. Emulating Other Brands

A much more prevalent reason given by all participants except AM02 was other non-competing brands launching similar products and promotions. A majority of participants indicated the starting of a “flavour trend” as their main reason for developing their ambush strategies. The following table contains relevant statements from participants.

Participant	Emulating Other Brands
AM01	<i>“We did get figures quoted from case studies that the broadcaster had from other sponsorship deals and it all sounded quite great. We just wanted to increase awareness as much as possible.”</i>
AM03	<i>“Brazil was really the focus of a lot of flavours at the time. We just jumped on the “brand wagon” to coin a phrase.”</i>
AM04	<i>“Brazilian flavours were everywhere at the time because of the football. We decided to do our bit to get involved.”</i>
AM05	<i>“Brazil was the host of FIFA in 2014 which meant that a lot of brands were rolling out limited edition products with a Brazilian twist. In order to keep up with that trend, we decided to launch our own contribution to that.”</i>
AM06	<i>“We launched our Brazilian inspired flavour of coconut and pineapple as a celebration of Brazilian influences on food and drinks, part of the trend for the summer of 2014.”</i>
AM07	<i>“My inspiration mostly was because of my connections in the food and beverage industry. They were telling me that Brazilian flavours are going to be all the rage in a few months’ time.”</i>
AM08	<i>“This was a guaranteed opportunity for us to generate incremental sales by offering a South American inspired product in a market that was about to be flooded with those flavours. It was a key sales occasion much like annual holidays.”</i>

Table 5.14: Emulating Other Brands

This is an important emergent insight into contemporary conceptualisation of ambush marketing. As mentioned earlier, the competitive intent of weakening

sponsors' leveraging efforts continues to be a prominent factor in ambush marketing. However increasingly, intentions behind ambushing are widening to include those brands who simply emulate others in their broader product category or geographical market segment in order to stay relevant through a sports season.

iv. Event Brand Congruence

Section 2.4 deals with the concept of event-brand congruence in sports sponsorship. Congruence is a factor that enhances brand image transfer between the sponsor and sport. It is the degree to which a sport and a brand sponsoring it already hold similar image associations with the target audience so that the sponsorship is perceived as a logical fit.

In ambush marketing scenarios studied in this research, the concept of congruence was discussed by participants. However in these cases it was not a prerequisite condition upon which the decision to ambush was based. Here the concern is to create congruence so that the ambush is logical in a similar way to congruent sponsorship. Therefore in ambush marketing scenarios congruence is still a factor but rather than informing the decision to ambush, the challenge is to create congruence. This challenge is met by the incorporation of various thematic and contextual similarities into the product or promotion in order to support the perception of a logical fit that justifies the link between an ambusher and an event.

Participant AM01's organisation is a betting company that is involved in an on-going ambush strategy where it is sponsoring the broadcast of a sporting event on a major British television channel. Participant AM01 related the following:

"Since we are in the betting business and bets are placed on the outcomes of sporting events we should sponsor the broadcasts of sports to facilitate live betting and really get our brand out there in the front lines."

This indicates that a pre-existing functional congruence with the event influenced the decision to ambush the sport. The rest of the participants represent food and beverage brands. In their situation image congruence was sought rather than being a determining factor. They made the following statements:

Participant	Event-Brand Congruence
AM02	<p><i>"It is off course an attempt to participate in the attention generated by sports and we do our part by celebrating the country's influence on food as that is what we as a brand are concerned with."</i></p> <p><i>"We expected to associate with the country through our introduction of flavours inspired by its cuisine. That worked incredibly well if you consider the social media comments. People were really responding positively on Facebook."</i></p>
AM03	<p><i>"The country is known for its outdoor cooking tradition and a lot of the food there is cooked over an open flame, especially charcoal grills. And then there is the use of colourful and aromatic herbs and spices that South America is known for. We attempted to capture a bit of that tradition."</i></p>
AM04	<p><i>"Brazil was the focus of a lot of promotions that didn't even make sense. Our promotional product focused on actual Brazilian flavours. I think it was more honest in that way."</i></p>
AM05	<p><i>"We don't really have a product that we can associate with football or sports. Between our band and football, there is nothing in common. But between our brand and Brazil, we have food. So that was a more reasonable connection."</i></p>
AM07	<p><i>"It's funny but it's kind of like when you are sitting with friends and they start talking about sports and you don't care for that particular sport but you still try to come up with something to say. That is precisely what we wanted in terms of our relationship with our consumers. They're going to talk about football, why not get them to talk about it on our Facebook page or twitter or whatever."</i></p>
AM08	<p><i>"Well there was a football right there on the pack and we also created this promotional image with a football stadium in the background and a pack of our snack resting on a Brazilian shirt. We were careful not to mention FIFA but we did what we could."</i></p>

Table 5.15: Event-Brand Congruence

v. High Cost of Sponsorship

Only one participant AM01's company had considered sponsoring a sport. However even for a successful and growing business that it represents, the cost of becoming a sponsor was simply too high.

In existing research, the high cost of sponsorship is often attributed to the choice of ambushing. However it is worth noting that for most participants' companies, this was never even considered as an option. The decision to ambush was only influenced by the high cost of sponsorship in case of AM01's company. AM01 stated the following:

“We were in the market for sponsoring sport. But it is far more expensive to sponsor sports directly. In that sense this was I think a bargain.”

Another important insight from AM01 is that sponsorship of the desired sporting event would create opportunities to promote in a country outside of the company's geographical market. In that way not only would they be paying an extremely high cost to become a sponsor but they would be marketing their brand to an audience which is in another country. AM01 stated the following:

“That may be so and probably isn't in our marketing budget but the tournament is in France, we're not doing business there and don't have customers to market to there.”

Despite it being a factor in only one studied case, there is sufficient evidence in previous research supported by AM01's case that unaffordability of sponsorship opportunities continues to be a reason for ambushing alongside the international scope of sponsorship that does not fit the targeting focus of smaller national brands.

vi. Opportunity for Incremental Sales

Another reason given by ambushers especially AM08 was the knowledge of consumer buying behaviour especially around major sporting events. AM08 indicated some facts and figures that pointed to a likely rise in the sales of products in their category. This prompted AM08's organisation to develop an ambush strategy of launching a temporary line extension of their product range that incorporated flavours from Brazil, the country hosting the ambushed sport. AM08 elaborated:

“The reasons for including a Brazilian flavour in our line-up for the summer of 2014 were actually quite well defined and precise. The decision we took was based on a number of key facts. Research showed that three out of four shoppers want to see more of the world's cuisine represented in stores and another study indicated that 45% of consumers intended to stock up on snacks for a summer of watching FIFA world cup.”

5.5.1.6. Ambush Types and Tactics

The typology of ambush marketing has been the focus of several key studies on the subject. Section 2.8 describes how Crompton (2004b) updated the typology first

discussed by Meenaghan (1994) and a more recent typology by Chadwick & Burton (2011). The latter focuses on the nature and characteristics of various ambush practices while the former is a more straightforward collection of various methods of ambushing. Since this study is similarly focused on the operationalization of ambush marketing strategies, it aims to expand upon the earlier methodology with emerging tactics and contemporary trends. The existing typology in Crompton (2004b) contains the following types of ambush marketing:

1. Event Broadcast Sponsorship
2. Event Subcategory Sponsorship
3. Buying Advertising time around Event Broadcasts
4. Increasing Non-sponsorship Promotions Parallel to an Event
5. Buying Ad Space in Geographical Proximity
6. Thematic Similarity and Allusions in Advertising
7. Creating Counter Attractions

The participants in this study employed a number of tactics to ambush their targeted sports. While some belonged in the existing typology, a prominent emergent strategy has also been identified that potentially adds a new type to the existing list. Following ambush types were observed among the participants' brands.

i. Ambush Type: Event Broadcast Sponsorship

An established form of ambush marketing is sponsoring of the broadcast of a sport on a television channel instead of sponsoring the sport itself. This strategy was observed in AM01's case where a UK betting company opted in to a multi-year deal with a British TV channel to become the sponsor of an event's broadcast. The scenario was further exploited by the creation of supporting banners and logos as well as special advertisements that heavily featured the themes and colours of the ambushed sport.

AM01 was one of the participants who claimed that their ambush was unintentional and further denied the very nature of their strategy as ambush marketing stating the following:

"We sponsored the coverage of a sport and were given limited rights to associate with it. In my opinion we were avoiding ambush marketing rather than doing it."

Regardless, this is an established ambush type which is also one of the most expensive strategies. The cost of the deal made by AM01's company was around £3 million for a 3 year broadcast sponsorship. Sponsoring the sport itself costs around £5 million a year as an "official main partner" which is the highest tier of sponsorship. The two lower tiers are "official partners" and "official suppliers". The former costs only slightly more than the ambush and the latter actually cost less but might have been unsuitable for a betting company.

ii. Ambush Type: Temporary Line Extension

A product line extension is when a company makes use of an existing brand name to launch new products that belong in the same product category (Kotler et al., 2015). New flavours, colours and new sizes are the most common forms of line extension. 7 out of the 8 participants represented brands that employed this strategy to ambush a sport.

Line extension has not been identified in previous research as a type of ambush nor has evidence been found that such practice was employed in the past. Crompton's (2004) typology adopted from Meenaghan (1994) included "thematic similarity and allusions in advertising" which is a similar strategy. However the scope of that type of ambush is limited to the use of themes related to a sport only in advertising. Such advertising promotes the usual product line of a brand with no change. Line extension is therefore an emergent type of ambush marketing observed for the first time in this study. It must be noted that just like all activities in Crompton's (2004b) typology, not all line extension is ambush marketing. Only where line extension is used to target a sport, it becomes a type of ambush. The following table contains relevant comments from respondents:

Participant	Temporary Line Extension
AM02	<i>"This is a limited time promotional product offering that was first rolled out in 2014 and now again this year."</i>
AM03	<i>"It's a new Brazilian inspired flavour of our core product. It is steak flavoured and comes with a sachet of Brazilian barbeque sauce."</i>
AM04	<i>"The product you are here to talk about was a limited edition special flavour of our iconic product. We brought this and four other flavours out as a 6 month only promotion in 2014."</i>
AM05	<i>"This was a limited edition pouch inspired by Brazilian flavours."</i>
AM06	<i>"The product you're here to discuss was a limited edition Brazilian inspired coconut and pineapple flavour of our bottled water that we launched in the summer of 2014."</i>
AM07	<i>"The campaign or product you are interested in was a limited time flavour of our product which was inspired by Brazilian flavours and we launched it as a limited time promotion from June to December of 2014 to celebrate the world cup football held in Brazil that year."</i>
AM08	<i>"This was a new product that we introduced for a limited time back in 2014. It was a Brazilian twist on our popular snack enjoyed by millions in the UK."</i>

Table 5.16: Temporary Line Extension

Since the 2014 FIFA world cup, temporary line extensions have become more and more common and brands are introducing flavours related to sports most notably the 2016 Olympics also held in Brazil. This allowed some the participants' brands especially AM02's to relaunch the same line extension once again as Brazil came into focus again.

Line extension based ambush marketing strategies have a common characteristic of being for a limited time only. This is due to the incongruent nature of most brands with the chosen theme i.e. Brazil in case of the participants. Once the sport is over and the country is no longer the focus of attention, the line extension serves no purpose and therefore is discontinued. This has been observed in all studied cases despite the success of some of the flavours which would prompt brands to add such flavours permanently to their product line. The discontinuation is therefore an identifying characteristic that sets ambush line extension apart from ordinary line extension.

Several unique activities to promote temporary line extensions were observed. One promotion involving a temporary line extension saw the utilisation of an experiential marketing campaign to promote the product by participant AM06's company. Experiential marketing involves setting up interactive displays and experiences in

public places (Smilansky, 2009). It is a tactic that is increasingly popular and is often linked to guerrilla marketing. Nike famously implemented a major experiential marketing campaign in Atlanta in 1996 to ambush the Olympic Games and rival Adidas. However that and other occurrences of implementing experiential ambush marketing in the past lacked the strategy of line extension and were planned to achieve exposure for the brand in general.

AM05's company used an endorsement of a celebrity chef to not only promote but to actually help create the temporary line extension. This strategy was kept cost effective by hiring a relatively minor celebrity chef and not utilising any paid communication channels. The promotion only used owned media such as the brand's own website and social media profiles. AM05 stated the following:

"He was the face of this campaign and even on the packaging. He made some recipe videos with us that we uploaded to our YouTube channel."

AM07's company ran a promotional giveaway alongside their line extension where they sent a bowl resembling a football to customers who purchased two packs of the promotional flavour. These varied approaches highlight the flexible utility of temporary line extensions in ambush marketing.

iii. Ambush Tactic: Avoiding Copyright Infringement:

Regardless of which ambush type was employed and whether there was acceptance or denial of involvement in ambush marketing, all participants' strategies showed distinct efforts put in place to avoid infringing on the rights reserved by sports organisers and given to official sponsors. It was also found that knowledge of ambush marketing was not a necessary driver of this manoeuvre. Participants AM01, AM03 and AM06 claimed that they had not intended to ambush and they further denied that their strategies could be considered ambush despite fitting the definition of what qualifies as ambush marketing. In the case of AM01 the tactic of avoiding copyright infringement had been employed on the instructions of the broadcaster whom they were sponsoring. The television channel was responsible for steering AM01's company away from copyright infringement. As AM01 elaborated:

“I do know that they had instructions from the broadcasters about what they can and cannot do. They did avoid mentioning the sport and using the logo of the sport. Their link was with the broadcaster and not the sport.”

This statement supports the idea that AM01 could have indeed ambushed without knowing as the tactics that indicate deliberate ambush had been informed by a third party. AM03 and AM06 had no such outside influence on their strategy.

Whether intentional or unintentional, avoiding copyright infringement is a defining characteristic of ambush marketing. The following statements from the remaining participants describe their tactics and reasons for avoiding copyright infringement:

Participant	Avoiding Copyright Infringement
AM02	<i>“We did not infringe on any rights or break any laws. After all, we are not focusing on the sport but the country and that is fair game.”</i>
AM03	<i>“After the launch and in the wake of these articles we did look at FIFA guidelines and the Brazilian codes that they mentioned. But we were satisfied that no rules were being broken by this product.”</i>
AM04	<i>“In the end we only slightly hinted at the sport in our official announcement on our own website. We simply added the line that it was the perfect accompaniment to a steak sandwich whilst watching the biggest football game of the year.”</i>
AM05	<i>“He talked about how every four years there is football fever and that for him the excitement wasn’t football related but a chance to explore the cuisine of Brazil. So that was the only time there was any mention of football and we avoided mentioning the championship by name.”</i>
AM06	<i>“The question of sport or football never entered our minds. We were not going after FIFA like an ambusher. We were answering the flavour trend as you put it.”</i>
AM08	<i>“As I said we weren’t considering the ambush marketing angle at all. We nevertheless checked to see what could be done. I mean we do our analysis before any marketing strategy. And that was the only legal consideration. Can we use Brazil? The answer turned out to be yes. Can we use FIFA? No. But then football was okay and any related imagery of Brazil and football was also fine as long as we left FIFA alone.”</i>

Table 5.17: Avoiding Copyright Infringement

As AM07 readily accepted that their ambush was planned and deliberate, this line of questioning was not followed.

5.5.2. SECOND THEME: DETERMINING AMBUSH MARKETING OBJECTIVES

Section 2.2.2 identified significant research on determining the objectives of sponsorship. Researchers have described a number of common objectives set by brands that choose to sponsor sporting events. These objectives vary with size of the sponsor's organisation (Mount & Niro, 1995). However in general research by Hoek, Gendall & West (1990) developed a list of objectives common to a number of sponsors. These objectives were later confirmed by other researchers who carried out similar investigations (Kuzma et al., 1993; Marshall & Cook, 1992; Polonsky, 1996).

Owing to the above research, the objectives of sponsors are clearly understood. This understanding allows sports organisers to develop sponsorship programmes that suit brands in various categories resulting in an ideal pool of sponsors. This not only supports the organisers to effectively manage sporting events but also provides sponsors the appropriate platform and abilities to implement sponsorship activation that allows them to achieve their objectives. Research into the objectives of sponsorship has helped sports organisers create mutually beneficial opportunities for sponsorship. The objectives identified by above research and discussed in detail in section 2.2.2 in order of priority are as follows:

1. Improving goodwill
2. Enhancing brand image
3. Increasing awareness
4. Improving profitability
5. Interest of management
6. Recruitment of staff

By contrast the objectives of ambush marketers have never been ascertained in a similar way. As research has always taken an indirect or "outsider" view of ambush marketing, the objectives of ambushers have never been directly investigated. Instead authors have stated the objectives of ambushers that are in line with their own stance and are informed by the prevalent negative view of ambush marketing. Some common objectives associated with ambush marketing that can be found in research of Chanavat & Desbordes (2014); Dalakas et al. (2004); (Farrelly et al., 2005) and others are as follows:

1. Acting as a sponsor

2. Weakening a competitor's sponsorship

3. Adding to marketing clutter

As the overall aim of this research is to further develop the conceptual framework of ambush marketing, section 2.12 compared available conceptual framework of sponsorship with that of ambush marketing in order to identify areas that require further investigation. Understanding the objectives of ambushers is one such research gap that this study aimed to fill. For this purpose a similar approach to earlier mentioned research especially that of Hoek et al. (1990) was adopted.

All objectives mentioned above, those associated with sponsorship and those associated with ambush marketing were presented to participants. They were first asked to eliminate any objectives that they saw as irrelevant or they did not intentionally set. Then they were asked to rank the remaining objectives according to their priority or relevance to the ambush strategy implemented. The following table represents their ranking of the above objectives.

Objective	AM01	AM02	AM03	AM04	AM05	AM06	AM07	AM08	Avg
Improving goodwill	4	5	5	6	6	6	N/A	5	5.28
Acting as a sponsor	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Enhancing brand image	5	4	3	1	5	2	4	7	3.87
Increasing awareness	1	1	1	3	2	1	3	2	1.75
Adding to marketing clutter	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Improving profitability	2	2	2	4	3	4	5	1	2.87
Interest of Directors	3	3	4	5	1	5	6	6	4.12
Recruitment of staff	N/A	6	6	7	N/A	N/A	N/A	N/A	6.33
Weakening a competitor's sponsorship	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 5.18: Ranking of Ambush Objectives

The above table allows for elimination of three objectives commonly associated with ambush marketing from the intentional objectives of participants' brands that ambushed a sport broadcast in the UK. The eliminated objectives are 'acting as a sponsor', 'weakening a competitor's sponsorship' and 'adding to marketing clutter'. Furthermore the following figure represents the relevant objectives in order of their priority to participants.

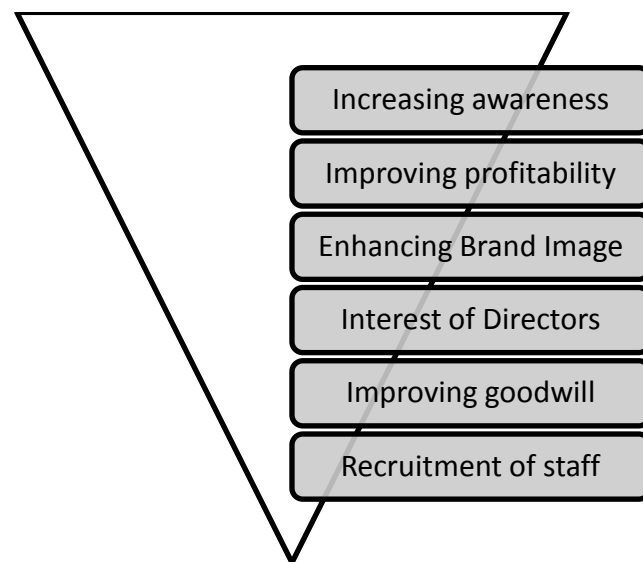


Figure 5.5: Objectives of Ambushers

Two more objectives were added by participants when they were prompted to add some objectives that were not among those provided but had been among the deliberate objectives of their ambush marketing campaign. These are as follows:

- Participating in event hype
- Extending the product line

An important insight gained from the above analysis is that ambush marketers have reported the same objectives as most sponsors. Although their order is slightly dissimilar to the research of Hoek et al. (1990) on sponsorship objectives, the set contains all the same objectives with added elements of participation and perceived opportunity for new product development. Less importance is placed on improving goodwill as ambush marketing unlike sponsorship does not involve a symbiotic relationship to event organisers. Even less relevance is reported for the objective relating to recruitment of new staff which is a dimension of organisational citizenship behaviour and organisational pride. Such benefits are associated only with sponsorship. Thematic analysis of responses to this line of questioning identified all

objectives as sub-themes. As respondents were asked to comment on the relevance of each objective, these objectives are justifiable as sub-themes whether data is analysed deductively or inductively. The figure below represents the thematic map of “Determining Ambush Marketing Objectives”.

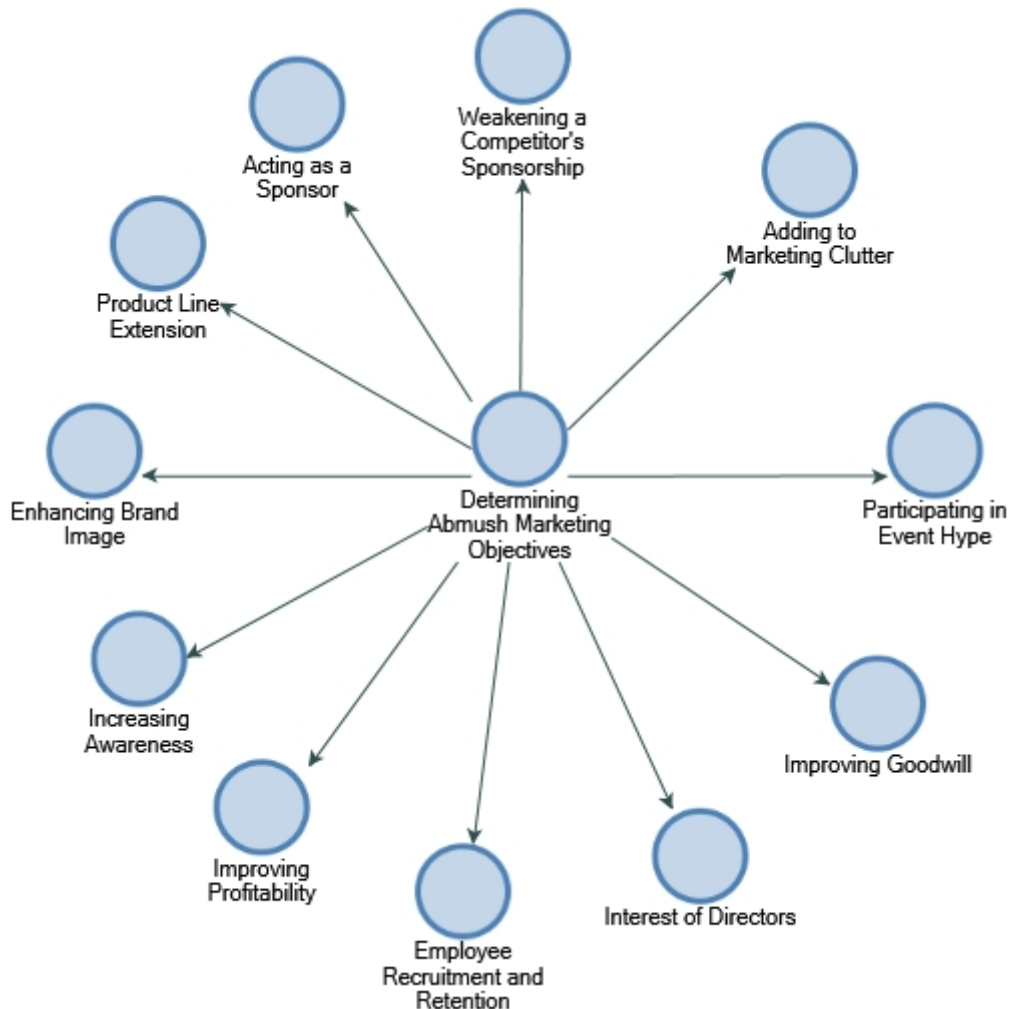


Figure 5.6: Determining Ambush Marketing Objectives: Thematic Map

5.5.2.1. Increasing Brand Awareness

According to Kotler et al. (2015) brand awareness refers to the ability of consumers to recall and recognise a brand. This builds on the earlier work of Keller (1993) who described brand awareness as a set of brand recall and brand recognition. Huang & Sarigöllü (2014) found that brand awareness positively contributes to image outcomes such as brand equity and market outcomes such as profitability. Increasing brand awareness has long been among the top reasons behind sponsorship and other promotional activities (Kotler et al., 2015).

Hoek et al. (1990) reported increasing awareness as the third most important objective among sponsors. Participants in this study reported increasing awareness among the top three objectives with four out of eight participants reporting it as their top objective. On average this is the top objective behind ambush marketing as reported by participants.

While this confirms that ambushers have almost identical sets of objectives to sponsors, it also indicates that they place a higher priority on increasing brand awareness than sponsors. This is an important emergent insight into ambush marketing. As noted earlier the high costs of sponsorship mean that only major brands can afford to become sponsors. This means that such brands already possess a high level of brand awareness. Therefore their objectives are more inclined towards increasing goodwill and facilitating brand image transfer. Ambushing brands are often smaller in size and use ambush for its affordability and innovativeness. AM01 represented a British betting company that sponsored the broadcast of a sport. This was done to make audiences aware of the fact that the company took live bets on the outcomes of that particular sport. AM01 stated that making audiences aware of the availability of betting for that particular sport was their most important objective. Participant AM02, the UK brand manager of a major American fast food chain described how the ambush was planned in an effort to make people aware of the restaurant's extended menu offering that broke the monotony of its usual menu offerings that were perceived as dull and unappealing. Several participants including AM03 and AM06 stated that increasing awareness is always the top objective behind all advertising activities of their respective brands. Similarly all respondents indicated that a strong desire to increase their brand awareness was an important objective of their ambush campaigns. The following table contains relevant remarks by all participants.

Participant	Increasing Brand Awareness
AM01	<i>"I would say increasing awareness and improving profits are certainly the top objectives." "We just wanted to increase awareness as much as possible."</i>
AM02	<i>"We supplement that with promotions in order to stay fresh and current and keep bringing our customers back for more. We like to break the monotony in that way." "I would say that number 5 increasing awareness is always the top objective here when we do these promotions." "Objectives specific to this promotion are to generate interest in our product range and offer something new and exciting in order to break the monotony of offering the same products as I mentioned earlier."</i>
AM03	<i>"Increasing awareness is the top objective"</i>
AM04	<i>"The third objective would be increasing awareness. Like I said, we wished to reach an audience that usually doesn't pay attention to our product."</i>
AM05	<i>"Then increasing awareness for our brand is second. As I said we have fierce competition, doing different things gives us a competitive advantage."</i>
AM06	<i>"Okay, I'd say increasing awareness is one."</i>
AM07	<i>"Third one would be increasing awareness."</i>
AM08	<i>"Then increasing awareness was second. As I said that was why we were launching new flavours so frequently."</i>

Table 5.19: Increasing Brand Awareness

5.5.2.2. Improving Profitability

Ambush marketing may have both direct and indirect impact on sales. According to Keller & Lehmann (2003) brand awareness is an antecedent to market outcomes e.g. sales. In this way ambush marketing can indirectly lead to an increase in sales through increased brand awareness. Huang & Sarigöllü (2014) argue that for products that involve low financial risk such as convenience goods and impulse purchases, consumers rarely go through an elaborate decision process. Instead for such products on-the-spot promotions, experiential marketing and product placement etc. play a more significant role in purchase decisions and sales. Since ambush marketing is also closely linked to such tactics, it could directly influence purchase decisions, increasing the sales of ambusher's product. Low financial risk in buying is more relevant to this study's participants as they all represent commodities that do not require a lengthy decision process.

On average among the participants of this study, improving profitability ranked as the 2nd most important objective after brand awareness. This is also a contrast to the

findings of Hoek et al. (1990) regarding sponsorship where profitability was the fourth objective according to priority. That study indicated that since sponsors represent brands that are already successful and profitable, the desire to maximise sales is not a deciding factor in sponsorship. Ambushers who participated in this study indicated that they were either growing or losing profitability and therefore relied on alternative strategies to increase sales. The idea that ambushers place increase in sales and profitability higher on the list of objectives is supported by the findings of this study. Participants AM01, AM02 and AM03 all placed improving profitability at the second highest priority. They clearly indicated that in the absence of actual sponsorship, their efforts were aimed directly at increasing awareness and sales of their products. Participant AM04 stated that the campaign and the associated line extension were only available at selected locations and for a short duration of time. This meant that the incremental revenue generated by the campaign was also small. Despite the campaign proving profitable, AM04 placed profitability fourth due to the low sales revenue expectation from the campaign before implementation. Participants AM06 and AM07 similarly put less emphasis on profitability due to the limited release of their ambush marketing line extension. The following table contains relevant remarks by participants.

Participant	Improving Profitability
AM01	<i>"I would say increasing awareness and improving profits are certainly the top objectives." "I mean we really have our strategic goals of increasing revenue which in this department mean we have to show return on investment against the marketing budget."</i>
AM02	<i>"Increasing awareness is always the top objective here when we do these promotions. And certainly improving profitability is another top objective."</i>
AM03	<i>"Arguably all commercial activity is geared towards profitability so that is the second one."</i>
AM04	<i>"I would put improving profitability fourth. This promotion had a very small return on investment but it was still profitable."</i>
AM05	<i>"Improving profitability is third."</i>
AM06	<i>"I would say increasing profitability is fourth but increasing market share is a more relevant objective."</i>
AM07	<i>"Improving profitability was not a priority, maybe fifth."</i>
AM08	<i>"Okay, I guess as I said, we were aiming to maximise sales, that would make improving profitability the top priority."</i>

Table 5.20: Improving Profitability

5.5.2.3. Enhancing Brand Image

Where brand awareness is simply the knowledge that a brand exists and recognition of its symbols, brand image is the overall impression of a brand held by existing and potential consumers. In the research of Hoek et al. (1990) enhancing brand image is the second highest priority for sponsors. Brand image is an important part of a brand's equity. Kotler et al. (2015) defines image as a set of beliefs, ideas and impressions a person holds about an object. In other words brand image is an abstraction of the brand in the mind of a consumer based on his or her unique set of beliefs and experiences. A brand may be perceived in different ways by its own company and by its consumers. The perception of a brand's owners is its desired brand image while that of its consumers is the perceived image. Keller (1993) described brand image as perceptions of a brand that are formed through brand associations that are kept in a consumer's memory.

Sponsorship is considered by sponsors as being able to facilitate the formation of these associations with the sponsored event in consumers' minds thereby transferring the brand image of the sport over to the sponsor's brand. This is supported by Keller (1993) who stated that brand image can be influenced not only by consumer's experience with the product, word of mouth and advertising but also through links with other brands and entities. Gwinner & Eaton (1999) found that brand image transfer between event and sponsor occurred when audiences were exposed to the sponsorship link. They also found that such image transfer is enhanced when there is pre-existing congruence, either in image or in function, between the sponsor and the event. Kwon et al. (2016) reproduced the research of Gwinner & Eaton (1999) and showed that their findings are still valid and congruence enhances image transfer.

Ambush marketing is an attempt to achieve this outcome without this essential stimulus of sponsorship. The explicit connection made by sponsors through the use of licensed terminology, imagery and symbols creates an unmistakable link in the audiences' minds. In the absence of such stimulus and restrictions on using copyright terms as well as increasing control of event organisers to monitor the proximity of sports events, ambush marketers have to be more imaginative and creative in making a connection which can facilitate transfer of image. Among the participants of this study there were no brands with an obvious connection to sports. As AM08 stated:

“I explained that our connection with football was not justifiable beyond the fact that people like to snack while they’re watching it.”

A prevalent theme was therefore the connection with Brazil as most participants represent brands that ambushed the 2014 FIFA World Cup held in Brazil. Ambushers sought a connection with FIFA indirectly through Brazil.

In this way they were able to outmanoeuvre the event organiser as Brazil itself was not among the terminologies that were protected by copyright law or legislation put in place to protect the event and its sponsors.

Participants placed enhancing brand image at number 4, a lower priority than sponsors who placed it second in the study of Hoek et al. (1990). This is in line with the lower possibility of brand image transfer through an indirect connection. The following table contains relevant remarks by participants.

Participant	Enhancing Brand Image
AM01	<i>“Interest of directors is a close third, then improving goodwill maybe... then enhancing brand image.”</i>
AM02	<i>“Then the third could be enhancing brand image. Actually you have interest of directors in this list. This is also near the top if you consider that we brought this back because of the sport and that was an idea that was floating around since 2014 because we knew the next big sporting event will also be in the same country. So I’d say this is third and then enhancing brand image fourth.”</i> <i>“We haven’t done any surveys about that before and after the promotion in order to pinpoint the effects on brand image.”</i>
AM03	<i>“Then enhancing brand image would be the third. Our brand stands to benefit with wider associations.”</i>
AM04	<i>“Enhancing brand image was our top objective. We wanted to reinvigorate the brand by extending the product range on a temporary basis and offering exciting and adventurous flavours that weren’t associated with our traditional product.”</i>
AM05	<i>“Then enhancing brand image is fifth.”</i>
AM06	<i>“Enhancing brand image is two. We did wish to be associated with summer flavours.”</i>
AM07	<i>“I guess enhancing brand image is fourth.”</i>
AM08	<i>“Last thing here is enhancing brand image so seventh for that.”</i>

Table 5.21: Enhancing Brand Image

5.5.2.4. Interest of Directors or Senior Management

The decision to sponsor sports is often due to personal interest in certain sports by the decision makers in an organisation. Hoek et al. (1990) noted that a number of sponsors interviewed had committed to sponsoring their chosen sport because of the personal wishes of their CEO or other persons in charge. Among those individuals affinity for the particular sport and experience of participating in it in their youth as well as the desire to associate their brand with the sport were some key factors behind their decision. Participants in Hoek et al. (1990) placed interest of directors fifth.

Among the participants of this research, interest of directors was an important decisive factor with at least one participant describing it as the top factor. Although ambush marketing does not create legitimate links with a sport the desire to associate still plays a key role in ambush marketing decisions just as in sponsorship decisions.

Participant AM01 indicated that the CEO had expressed a desire to associate with sports however the high cost of becoming a sponsor was beyond what the company could afford at the time and so sponsoring the broadcast of a sport became a more suitable option.

Participant AM02 similarly indicated that the senior marketing manager for new products and strategy was the originator of the idea to ambush the sport. He stated the following:

“She is in charge of bringing out new menu items both permanent and limited time ones countrywide. So the interest in launching this promotion came from that level. That’s why I’ve placed it high on the list.”

AM03 and AM04 also discussed the desire of their senior staff as having played a role in the decisions to ambush. However AM05 placed this at the top of her list describing it as the most relevant objective and the main reason behind the ambush. She stated the following:

“This as I said was by the interest of our director and the idea was welcomed by everyone involved.”

The remaining participants placed this objective lower on the list. One further interesting revelation was that participant AM07 himself was the person behind the idea to develop a flavour to ambush FIFA. He stated the following:

“I am the commercial director for the UK and the originator of this idea to ambush FIFA. The product was developed by some very industrious boffins in Belgium but we had the general outline which was, make it Brazilian inspired and hot.”

Nevertheless AM07 still placed it a number 6. The following table contains relevant comments by participants.

Participant	Interest of Directors or Senior Staff
AM01	<i>“Interest of directors is a close third.”</i>
AM02	<i>“I’d say this is third.”</i>
AM03	<i>“If you are interested in intentional objectives then I would place interest of senior staff fourth.”</i>
AM04	<i>“I think that interest of directors and senior staff can be number five.”</i>
AM05	<i>“Interest of directors is the top one. As I said, this was idea that came from our director himself.”</i>
AM06	<i>“Then interest of senior staff can be fifth. I’m sure the idea originated with a senior product developer.”</i>
AM07	<i>“and interest of senior staff sixth.”</i>
AM08	<i>“I guess interest of senior staff has to be sixth. The idea for the flavour came from our senior brand manager at the time.”</i>

Table 5.22: Interest of Directors or Senior Staff

5.5.2.5. Improving Goodwill

The top objective of sponsors reported by Hoek et al. (1990) is the creation of goodwill between the sponsor and the spectators of sport. More recent findings by Neijens et al. (2009) confirm goodwill as being among the top outcomes of sponsorship of sports. Here the earlier mentioned assertion by Mount & Niro (1995) that objectives of sponsorship depend upon the size of the sponsoring organisation becomes more evident. In the study of Neijens et al. (2009) goodwill, which is reported as an outcome of brand image transfer, seems to be a priority for larger multinational organisations. Such organisations are more oriented towards profitability and brand benefits while smaller organisations tend to sponsor events in order to have a more positive image in their communities. Regardless, Neijens et al.

(2009) state that greater brand image transfer which is reliant upon logical fit or congruence between the sponsor and event, leads to creation of goodwill between sponsors and spectators of sport. Furthermore among the spectators, those who are casual viewers are less affected by the sponsorship than those who are loyal followers of the sport or specific teams or clubs.

Improving goodwill represents the greatest contrast between sponsorship and ambush marketing objectives. Research has clearly indicated that the improvement of goodwill is dependent upon (a) an explicit and clear indication of an official sponsorship link between a brand and a sport and (b) the high level of involvement of the audience with the sport (Chedi, 2008; Gwinner et al., 2009; Koo et al., 2006; Roy & Cornwell, 2003). Both of these elements are largely absent from an ambush marketing campaign. Ambushers cannot explicitly claim an official relationship with the sport and highly involved audiences are less likely to mistake an ambusher for a sponsor (Portlock & Rose, 2009).

This is reflected in the finding of this study that ambushers put a very low priority on improving goodwill as an objective. The participants of this study placed goodwill at fifth place on average according to priority while at least one participant stated that it was not an objective at all. The following table contains relevant remarks by the participants.

Participant	Improving Goodwill
AM01	<i>"Interest of directors is a close third, then improving goodwill maybe."</i>
AM02	<i>"I'd say improving goodwill is fifth."</i>
AM03	<i>"The goodwill aspect really is associated when your campaign is benefiting another entity along with your own brand or you have a charitable agenda attached to the campaign. If you are interested in intentional objectives then I would place interest of senior staff fourth and this fifth."</i>
AM04	<i>"I can see how if you go out in Brazil and take a bottle of our sauce with you and ask Brazilians how they feel about us making a Brazilian flavour, they would be happy even proud of it. In that sense we did improve goodwill with Brazilians. So that's six."</i>
AM05	<i>"And improving goodwill is sixth."</i>
AM06	<i>"Improving goodwill is not really a priority at all but I would put it sixth."</i>
AM07	<i>"I can also eliminate goodwill. That too is I think achievable through sponsorship only."</i>
AM08	<i>"Then I guess improving goodwill fifth. We did target people excited about the world cup so with those people I'm sure our effort resonated well."</i>

Table 5.23: Improving Goodwill

5.5.2.6. Employee Recruitment and Retention

Section 2.3.1 describes how sponsorship of sports leads to positive attitudes from employees. Hoek et al. (1990) found that recruitment and retention of staff was among the objectives of sponsors they interviewed though their respondents gave it the least priority. Grimes & Meenaghan (1998) described sponsorship as an effective means of communicating brand values to corporate audiences including internal audiences such as employees. Khan et al. (2013) found that sponsorship of sports was perceived positively by employees of the sponsoring organisations who felt pride and a greater sense of belonging towards their organisations. This leads to organisational citizenship behaviours. Khan et al. (2013) also indicated that the sponsorship has to be communicated to internal audiences for such outcomes to occur.

Just as in the case of improving goodwill, the positive employee attitude and attractiveness as an employer are likely outcomes for true sponsors who establish and communicate explicit official links to sports. As ambush marketing lacks the explicit connection, it is unlikely that internal benefits or organisational citizenship behaviours would result from it. This study found that 5 out of 8 participants eliminated this as one of their intentional objectives while the remaining three gave it the lowest priority. However it is interesting to note that overall it ranks sixth among objectives of ambushers which is the same position it occupied among objectives of sponsors.

Participant AM01 was among those who chose to eliminate employee recruitment and retention. However he reported that following the ambush marketing campaign of his brand, the number of job applications being received by his human resource department increased. He indicated that this also coincided with growth of the brand and increase in its popularity. However he felt that the ambush campaign may have also contributed to it. AM01 stated the following:

“This I find rather interesting. We didn’t really have this as an objective “recruitment and retention of staff etc.” but we did see an increase in job applications coming through from 2012 onwards. Perhaps it was a result of this campaign making us more famous with jobseekers. It certainly helps to be more prominent as a brand so I’d say this increased “desirability” as a potential place to work came as an unintended outcome. I mean, we have been

expanding steadily over the years, I don't know if there is a direct link but if you consider that increased profitability influences strategic direction which can lead to growth, so I guess there might be a correlation."

The following table contains other relevant comments from participants.

Participant	Employee Recruitment and Retention
AM02	<i>"Recruitment and retention of employees is the sixth. That is also promoted but it is a different concern altogether. It's an HR thing."</i>
AM03	<i>"The recruitment and retention of staff really isn't relevant here. I think if you are marketing vacancies then that is what your objective would be."</i>
AM04	<i>"I would put recruitment and retention of staff last at seven."</i>
AM05	<i>"I think recruitment and retention of staff is quite irrelevant."</i>
AM06	<i>"Recruitment and retention of employees is also highly irrelevant for obvious reasons."</i>
AM07	<i>"Yes "recruitment and retention of employees" doesn't make sense to me. I guess this was one from sponsorship research."</i>
AM08	<i>"Recruiting staff, I don't see the relevance at all."</i>

Table 5.24: Employee Recruitment and Retention

5.5.2.7. Eliminated Objectives

Objectives commonly associated with ambush marketing were also added to those adapted from Hoek et al. (1990). As stated in sections 2.12 and 3.5.2 objective of ambushers have not been ascertained directly through primary research. Most of what is attributed to ambushers is derived from secondary case studies of early instances of ambush marketing and is reflected in the way various authors have defined ambush marketing. As discussed earlier in section 2.7 this is best represented in the way Crompton (2004b) defined ambush marketing.

"a company's intentional efforts to weaken or 'ambush' its competitor's official sponsorship by engaging in promotions and advertising that trade off the event or property's goodwill while seeking to confuse the buying public as to which company really holds official sponsorship rights" (Crompton, 2004b)

In light of this and in order to correctly ascertain the stance of ambushers, the following three objectives were also added to the list.

- Acting as a sponsor

- Weakening a competitor's sponsorship
- Adding to marketing clutter

All participants chose to eliminate all three of these objectives. This is seen as being in line with Chadwick & Burton (2011) who argued that ambush has become less about competing with another brand and is becoming a more generalised benefit driven activity.

The intention of acting as a sponsor is reflected in the use of more closely associated themes especially the imagery and terminology directly associated with the ambushed sport or advertising in physical proximity of the event. Among the participants of this study, a majority used Brazil as the source of inspiration while only two campaigns made a passing reference to *“the big game of the season”* (Source: Transcript of AM05). The indirect association with Brazil is a clear indication that acting as a sponsor was not an objective for the participants of this study.

All participants stated that their efforts were not competitive. None of the ambushers had a direct rival among the sponsors of the sport and the nature of their campaign did not reflect a competitive stance. This is also in line with the above statement from Chadwick & Burton (2011). Furthermore the above mentioned quality of having themes which are more distant in their connection to the event than direct mention of the sport also served to distinguish actual sponsors whose efforts became less likely to be weakened.

Lastly all participants eliminated adding to marketing clutter. Marketing clutter is created when too many marketing communications are aimed at a consumer segment who as a consequence becomes confused about what products and services to choose. Although Séguin & O'Reilly (2008) state that ambush marketing can cause marketing clutter, an increase in ambient advertising during sports broadcast is more likely to result in clutter. The very nature of most ambush campaigns is that they are cost effective. This means that they are not promoted too vigorously and do not reach a very wide audience. Most of the participants' ambush campaigns were only advertised on their own media such as company websites and blogs and were only available for a limited period of time usually at selected retailers. All these factors contribute to minimising the clutter produced by ambush marketing.

5.5.2.8. Emergent Objectives

Participants used the opportunity to discuss other objectives that were not among those presented by stating two further objectives.

- Participating in the event hype
- Extending the product line

Participant AM07 described how the objective “adding to marketing clutter” was not entirely irrelevant but only when it is expressed in a more positive way does it become a relevant objective for his brand. According to AM07 the intention was to participate in the hype generated by the event in order to stay relevant as a brand. He described how his company implemented the ambush campaign in order to stay with the trend. AM07 stated the following.

“There is a possibility of getting lost in the noise as a brand. We wanted to continue to be a prominent voice in the market. That above all was why we did it and in one form or another continue to do it. I mean this year the Olympics were in Brazil so we launched another slightly different Brazilian inspired flavour. It’s all about capturing the attention of our audience and staying relevant through big events.”

Seven out of eight participants have implemented product line extension as a method of ambush. All these brands are from the food and beverage industry and have launched a line extension involving flavours inspired by Brazil coinciding with and as a way to indirectly associate with the 2014 FIFA world cup which was hosted by Brazil. As stated earlier, associating with an event indirectly is perceived as leading to brand image transfer. It is a way to ‘manufacture’ congruence when there is no pre-existing similarity between the image of the ambusher’s brand and that of the sport. In these low congruence scenarios, ambushing brands have employed product line extension to temporarily bring elements into their brand that are congruent with the sport through its connection with a third entity, the host country. The following table contains relevant comments from participants.

Participant	Product Line Extension
AM03	<i>"Another would be expanding or extending our brand offering. We like to add new and exciting flavours to our range to keep people interested."</i>
AM04	<i>"We wanted to expand this line through initially offering limited time promotions and then making the best sellers permanent."</i>
AM05	<i>"We like to bring on new flavours when we can."</i>
AM07	<i>"This brand has come to be known for its new and exciting flavour twists. People love this product for so many reasons. Giving them a new sensational flavour to try out is one of our commitments."</i>

Table 5.25: Product Line Extension

5.5.3. THIRD THEME: BENEFITS AND DRAWBACKS OF AMBUSH MARKETING

This study showed that although all participants had a similar set of objectives behind the implementation of strategic ambush marketing, the outcomes varied for each of their brands. This is considered to be dependent upon a number of internal and external factors such as the existing market share of the brand, the chosen method of ambush, the duration of ambush, the cost and elaborateness of ambush and the degree to which a logical fit exists between the ambusher's product and the targeted event etc. These and other factors contributed to some participants reporting a greater level of success while others reported minor and even negligible positive impact on their brand and revenue. Some participants indicated certain negative outcomes or drawbacks.

This theme emerged from the line of questioning that focused on the outcomes of ambush marketing. The dearth of knowledge about ambush outcomes was identified as a gap in extant research in section 2.12. This led to the formation of the third research question in section 3.5.3 as follows:

"What are the key outcomes of ambush marketing for the ambusher?"

Later in section 4.6.1, this question led to the creation of the preliminary interview agenda (specifically section 3) as demonstrated in figure 4.6. The agenda was later refined after the pilot interview into the finalised interview agenda which can be found in appendix 2.

A word frequency analysis on the transcribed responses from all participants to the third section of the interview agenda highlighted the key themes emerging from the discussion of ambush marketing outcomes. This analysis is presented below.

This analysis and repeated study of the responses was followed by coding the data into various child nodes within the parent node of “Benefits and Drawbacks of Ambush Marketing”. The thematic map of this node is represented by the figure below.

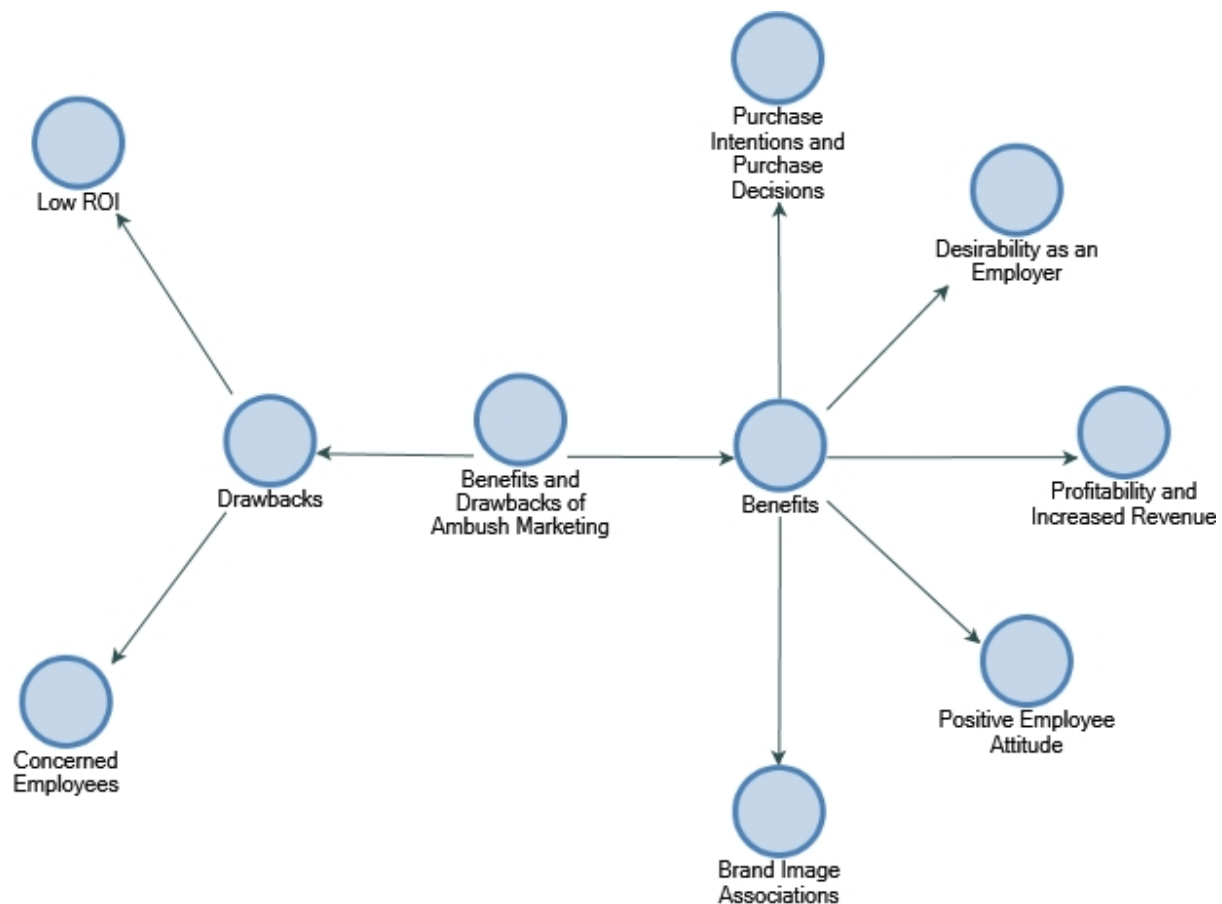


Figure 5.5: Thematic Map: Benefits and Drawbacks of Ambush Marketing

Finally the built-in function of NVivo in generating various reports was used to obtain a ‘Coding Summary by Node Report’ for this theme. This process demonstrates an inductive approach as well as the transparent and reliable use of the framework described by Braun & Clarke (2006) that establishes the steps involved in thematic analysis described in table 4.8.

The participants of this study represent ambushers who targeted two major international sporting events; the annual French Open Tennis Championship in Paris, France since 2013 and the 2014 FIFA World Cup held in Rio de Janeiro, Brazil. They employed two types of ambush marketing; the common type ‘broadcast sponsorship’ (Crompton, 2004b; Meenaghan, 1994) and the emergent type ‘product line extension’ discussed in this study for the first time. In doing so the participants’ organisations had varied results that largely depended on the extent to which they

leveraged the ambush marketing in their campaigns. Thematic analysis highlighted the following common benefits reported by participants:

- Purchase intentions and purchase decisions
- Desirability as an employer
- Profitability and increased revenue
- Positive employee attitude
- Brand image associations

At the same time, certain drawbacks were also reported. An important insight of this study has been that the drawbacks of emergent ambush marketing type 'product line extension' are extremely limited and there is no evidence of any negative impact on the participants' brands. Nevertheless the following drawbacks have been discussed by participants:

- Low return on investment
- Concerned employees

5.5.3.1. Benefit: Purchase Intentions and Purchase Decisions

In a study of how a firm's behaviour influences purchase intentions, Creyer (1997) showed that consumers generally do take a firm's ethics and behaviour into consideration and would adjust their purchase decision accordingly. Historically ambush marketing has been perceived as verging on unethical (Lyberger & McCarthy, 2001; Seguin et al., 2005; Shani & Sandler, 1998). This would suggest that given the knowledge of ambush marketing, consumers would decide against purchasing an ambusher's products. An empirical study is needed to see if this hypothesis is valid. This study however did not uncover any instance where the participant's brand lost existing customers or failed to attract new customers through ambush marketing because they were identified by internet based news websites (BBC, 2014).

Participant AM01 represents a UK betting company that ambushed a sport through broadcast sponsorship. AM01 described how the desirability to the audience increased as a result of their ambush.

"Then there is our desirability to customers that is evident from our revenue so I'd say that our image is quite positive in general."

According to AM01 this was evident in the increase in the number of live bets placed during the ambushed sporting event. He further explained that an increase in revenue can be seen as resulting from increase in purchase decisions. AM01 stated:

"I mean I can't quote exact figures but I know we are profitable and that does mean more people are deciding to play with us. It's the other side of return on marketing investment. Unless you tell me otherwise, I'd say this campaign has definitely increased purchase decisions."

Participant AM02 is a UK brand manager for a major American fast food chain. The company launched a line extension ambush marketing campaign promoting Brazilian flavoured meals. According to AM02 this campaign was highly successful in terms of purchase decision. He stated:

"People were buying the promotional product as well as the regular menu items. It boosted the sale of both."

Furthermore he indicated that the campaign boosted buying of other usual menu items besides the line extension and that this increase diminished gradually in subsequent months. AM02 stated the following:

"The increased interaction has a residual effect that lingers long after the promotion ends. So the spike is a more long term advantage. We are expecting the same outcome this year."

This indicates that more long-term buying behaviour was achieved through the ambush than just the duration of the campaign.

Participant AM03 described how in case of her brand, the buying behaviour of the consumers is influenced by their loyalty, trust in the brand which usually comes from the consumers interacting with the brand as students and young adults. She stated:

"What drives our customer's purchase intention is trust in our brand, their loyalty especially from using the product as young students and the consistent price and value for money. Considering those factors, this promotion sold consistently across the market."

According to her, the audience for the brand is adventurous and likes to try out new flavours. She stated that the ambush line extension was so positively received that it has since been added to the product line as a permanent flavour. AM03 stated the following:

“When it comes to trying new flavours and combinations, our customers have always been excited to try things out. The fact that it is a permanent flavour now is an indication of its success commercially.”

Participants AM06 and AM07 both described how their ambush line extension was further supported by additional merchandise while AM08 described that the demand in Britain for exotic flavours helped purchase decisions. In these cases the quality of the product offered impacted positive purchase decision. They stated the following:

Participant	Purchase Intentions and Purchase Decisions
AM06	<i>“It was quite a profitable year for our brand. This product performed extremely well. For one thing it was very tasty. And then most promotional packs came with an added extra, a small key chain with a tiny yellow and green rubber sandal that looked very nice in combination to the packaging of the bottle. So the purchase intentions were influenced positively due to the intrinsic qualities of the product.”</i>
AM07	<i>“We couldn’t keep up with how much merchandise people were claiming from taking part. That wasn’t just with the Brazilian flavoured cans. Buy any two cans and you could claim. We closed that promotion quite quickly as we ran out of the merchandise.”</i>
AM08	<i>“For instance you have some product like ours, you are given the choice of just plain original flavour or roast chicken flavour and other typical British flavours and among them is something exciting like Japanese or Indian or Brazilian flavour. What are you more likely to choose? The answer for a majority is something new and exotic. That is what drove the purchase intention.”</i>

Table 5.27: Purchase Intentions and Purchase Decisions

Conversely AM04 indicated that the campaign did not perform well and had little to no impact on purchase decisions.

5.5.3.2. Benefit: Desirability as an Employer

As stated earlier, participant AM01 discussed how he perceived a correlation between the launch of ambush marketing campaign and an increase in the number of job applications received by his organisation. AM01 stated:

“I believe increased desirability as an employer is an outcome rather than an objective.”

This discussion followed the elimination of irrelevant objectives earlier in the interview with AM01. He indicated that although having a better image as an employer was not a relevant objective, a fact further supported by subsequent interviews, it was an unintentional outcome of their ambush campaign. AM01 stated the following:

“We didn’t really have this as an objective “recruitment and retention of staff etc.” but we did see an increase in job applications coming through from 2012 onwards. Perhaps it was a result of this campaign making us more famous with jobseekers. It certainly helps to be more prominent as a brand so I’d say this increased “desirability” as a potential place to work came as an unintended outcome.”

It is important to mention that there is no empirical research on the potential impact of ambush marketing on an organisation’s desirability as an employer. Research into sponsorship suggests that sponsoring of sports adds to the desirability of a brand as an employer and also enhances the motivation and citizenship behaviour of existing employees (Khan et al., 2013). Similar enquiries into the effects of ambush marketing may yield relevant insight.

5.5.3.3. Benefit: Profitability and Increased Revenue

As stated earlier, some prominent online news outlets noted the ambush marketing campaigns of several participants’ organisations. According to Humphreys et al. (2010) the knowledge of ambush and particularly ‘naming and shaming’ tactics by affected sponsors and event organisers reduce the likelihood of positive outcomes for ambushers. However most of the participants reported a positive impact on profitability of the campaign. Returns on marketing investment were positive in most cases and there was no loss reported.

Another key insight was the limited promotional activities of all participants. This is in line with the idea that ambushers usually create innovative and cost effective campaigns and that the choice to ambush rather than sponsor represents a desire to achieve exposure while spending less. Only organisations of participants AM01, AM02, AM03 advertised on television. Participants AM04, AM05, AM07 and AM08’s

organisations only utilised social media and company websites to promote their campaign while AM06 used experiential marketing to create awareness. Experiential marketing, also called on-ground marketing, live marketing or participation marketing is a marketing campaign that directly involves consumers and invites or encourages them to participate in live events.

This low investment in ambush marketing is also the reason why most campaigns earned positive returns on investment. Another reason stated by participants is the intrinsic brand image and loyalty of their customers. Participant AM03 whose company made the ambush line extension permanent due to positive response from buyers stated the following:

“What drives our customer’s purchase intention is trust in our brand, their loyalty especially from using the product as young students and the consistent price and value for money. Considering those factors, this promotion sold consistently across the market.”

Lastly participants also reported the desire of the British consumers to try out exotic flavours as a driver of success as most participants represent food and beverage brands that launched ambush marketing line extensions. Participant AM08 stated the following:

“The purchase intention for this particular product was a result of what research had told us. If you test the desire for exotic flavours even for yourself, you’d get a very real sense of that.”

Similarly AM03 stated:

“When it comes to trying new flavours and combinations, our customers have always been excited to try things out. The fact that it is a permanent flavour now is an indication of its success commercially.”

Although none of the participants reported massive gains as a result of the campaign, the following comments all indicate a positive return on investment was achieved.

Participant	Profitability and Increased Revenue
AM01	<i>"I mean I can't quote exact figures but I know we are profitable and that does mean more people are deciding to play with us."</i>
AM02	<i>"All such promotions and the related marketing boost our sales quite impressively. This is always the case and part of the reason we do these promotions."</i>
AM03	<i>"The fact that it is a permanent flavour now is an indication of its success commercially."</i>
AM04	<i>"We showed an increment of around 4% which is not because of this promotion alone and it's only slightly higher than our organic growth rate. But as I said, this wasn't meant to boost sales."</i>
AM06	<i>"The most relevant and notable outcomes for us were the profitability that was generated and the success of the promotion overall."</i>
AM07	<i>"We were quite happy with the results from the online promotion we ran which I mentioned earlier. We couldn't keep up with how much merchandise people were claiming from taking part."</i>
AM08	<i>"We were able to show an increment of 11% on previous year's sales in 2014. The purchase intention for this particular product was a result of what research had told us."</i>

Table 5.28: Profitability and Increased Revenue

5.5.3.4. Benefit: Positive Employee Attitude

Sponsorship of sports is linked to positive attitude of employees (Khan et al., 2013). Ambush marketing is considered to exist in an ethical grey area where being misidentified as a sponsor is considered beneficial (Crompton, 2004b) while the explicit knowledge of being an ambusher is perceived to be damaging for a brand's reputation (Humphreys et al., 2010). Since positive attitudes among sponsors' employees are attributed to internal knowledge of sponsoring, the practice of ambush marketing would lead to an opposite effect on employees if they perceived it as unethical. Among the participants of this research however, there was no evidence of negative employee reaction to ambush marketing. Instead participants reported positive reaction of employees towards the ambush marketing efforts of their organisations similar to those reported by research on sponsors' employees mentioned earlier.

Participants AM01, AM02 and AM06 attributed the positive attitude of employees to the intrinsic qualities of the ambush marketing line extension. They stated that the products were a good fit with their brands and the line extension did not seem too strenuous or superimposed. This would suggest that congruence, discussed earlier in this chapter also has an impact on this outcome. The ambusher's employees

respond positively to ambush marketing in the presence of a reasonable and logical fit between the event and the brand. The above mentioned participants stated the following:

Participant	Positive Employee Attitude
AM01	<p><i>"In this department the impressions have been positive mostly. People were excited to be a part of this and continue to be."</i></p> <p><i>"I personally think this was a milestone for our strategic marketing practices and we have seen bigger and bigger ideas grow since."</i></p>
AM02	<p><i>"We have to roll out a national promotion and it involves reconfiguring menus and posters, extra washing up and learning how to prepare the product. I wouldn't be surprised if they found it challenging. But it is good for the long-term sustainability of our brand and that benefits us all."</i></p>
AM06	<p><i>"Internally it was very well received. It was loved by everyone that I know of. When products perform well commercially and are a good fit with the rest of our portfolio, our people are generally very accepting and supportive."</i></p>

Table 5.29: Positive Employee Attitude

While the remaining participants could not discuss any specific reasons why their employees favoured the ambush marketing campaign, AM07 held a different opinion. He stated that the favourable attitude of employees and their lack of concern for the most part may be due to their lack of understanding of the concept of ambush marketing. Furthermore he stated that the concept of ambush marketing is not as negatively perceived in the field as in academia. AM07 stated the following:

"One thing I'd like to point out is that in the industry and in practice, there isn't that much stress on ethics and law on ambush marketing. Compared to the academic community where there is intense research and scrutiny. You won't find many people like me who have read journals and know about ambush marketing in research. For the most part people become marketers after their BA or postgraduate degrees. That level doesn't require them to have an in-depth knowledge of research and then they mostly learn through practice. All this to say that practitioners aren't that worried about what is ambush and what isn't."

5.5.3.5. Benefit: Brand Image Associations

Significant research discussed in section 2.3.1 points to transfer of brand image as a key outcome of sports sponsorship. Analysis in section 5.5.2 suggests that as well as being a top objective of sponsorship, transfer of image associations is also an important objective for ambushers. Therefore for an ambush marketing campaign to be deemed successful, some brand image transfer should take place.

Section 2.4 highlighted event-brand congruence as a key driver of brand image transfer in the case of official sponsors. This analysis found earlier in section 5.5.1.5 that in the case of ambush marketing, congruence is not a prerequisite condition. In ambush marketing, congruence is created artificially by incorporation of themes indirectly related to the sporting event into the marketing mix of the ambusher's brand.

This difference in approach towards brand image transfer suggests that while sponsors allow the sponsorship to naturally facilitate brand image transfer supported by pre-existing congruence, ambushers proactively manufacture congruence in order to allow brand image transfer to occur in the absence of an official connection to the event.

AM01's employer is a UK betting company which ambushed a major international tennis championship by sponsoring its broadcast on a British television channel. The company hired an advertising firm to create ads and banners to be displayed during the broadcast. This resulted in the incorporation of themes and colours as well as more direct references to the particular sport in the company's promotional materials. Further to this, the colours were adopted into the company's branding permanently. AM01 stated the following:

"I think that this campaign started our close link to sports that has been elaborated on subsequently. So I guess a "sportier" image if that answers your question."

However this incorporation of sportier colour scheme into the brand is a quality of the company's desired brand image as described in section 5.5.2.3. The perceived brand image which is held by the audience may not have been affected as significantly.

The rest of the participants represented food and drink brands that all ambushed 2014 FIFA world cup through the incorporation of Brazilian flavours into temporary line extensions. Their approach was highly effective in creating a strong congruence with Brazil through food. However despite Brazil's strong connection to football, the world cup only took place there on that particular occasion. Therefore any transfer of associations in their perceived brand image would also be a temporary advantage. Regardless, participants reported significant brand image benefits to their individual brands through the ambush. The following table contains relevant remarks from participants:

Participant	Employee Recruitment and Retention
AM02	<i>"We expected to associate with the country through our introduction of flavours inspired by its cuisine. That worked incredibly well if you consider the social media comments. People were really responding positively on Facebook. So looking at all that, we did succeed in creating a very strong association with Brazil through our promotion."</i>
AM03	<i>"I think the biggest impact that it has had and that we were hoping for has been that it was consistent with what our customers have come to expect from us."</i>
AM04	<i>"As I mentioned earlier, the whole campaign was geared towards this objective. We desired to enhance it by revitalising the brand and making it attractive to younger audiences. We really believe we have been able to break free of our typically traditional image and have started to gain the fresh image we aimed at."</i>
AM06	<i>"This campaign helped us be seen as a more nuanced brand with interest and support for culture and heritage."</i>
AM08	<i>"Overall I think it did help our brand image in ways that we wanted it to."</i>

Table 5.30: Brand Image Associations

Participants AM05 and AM07 reported no brand image benefits. They attributed the lack of this outcome to the very limited nature of their promotions. Both brands did not advertise their ambush marketing line extension and supplied it to a limited number of retail outlets.

5.5.3.5. Drawback: Low Return on Investment

One prevalent drawback of several ambush campaigns by respondents has been a low level of financial gain from the activity. Participants AM01 and AM02 represented major brands that made use of television to promote their ambush campaigns. These two brands reported a considerable increase in sales of their products and services

as a result of their campaigns. AM01 a betting company saw a considerable increase in betting on the ambushed sport. AM02 a fast food brand saw not only high volume of sales of the ambush line extension but also observed an increase in the sales of unrelated items through increased footfall and a revitalised brand image. Remaining brands reported that despite a good response and an overall positive experience, their campaigns did not cause any meaningful increase in their revenues. This is clearly attributed by all participants to the limited nature of their campaigns. They remained confined to their owned media such as Facebook and YouTube channels and company websites. Most of them launched their products through selected retailers and did not launch nationally. And finally they all ran their campaigns for a limited time surrounding the targeted event.

This small scope of their ambush campaigns demonstrates a hesitation by most brands to more fully and openly immerse themselves in ambush marketing. It is a consequence of the perceived risk of being targeted by the owners of the targeted sports property. There is a clear correlation between the ambusher's level of involvement or investment in the ambush marketing and their level of success. A higher perceived risk keeps brands from fully exploiting ambush marketing possibilities.

5.5.3.6. Drawback: Concerned Employees

Participants AM01, AM02 and AM06 indicated positive employee attitude towards their ambush marketing campaigns while participant AM07 attributed their lack of concern to their lack of knowledge of ambush marketing. The remaining participants described concern among their employees about their ambush marketing campaigns.

Participant AM03 described how the employees in her department became concerned about the potential harm ambush marketing could do to the brand's reputation. The participant informed the author about a lengthy process of research on ambush marketing which ultimately satisfied the participant's staff that employing the planned tactics would not break any UK regulations and would not be considered copyright infringement. AM03 stated the following:

"We certainly don't want to take the kind of risks that harm our reputation as a brand. So when we saw those articles, we at once started researching what would be considered ambush marketing and regulations were in place by FIFA

and Brazil to combat any law breakers. But we found that our associational efforts were completely legitimate and since we made no attempt to allude to football at all, we only stood to benefit Brazil from a tourism perspective.”

Similarly AM04 related an anecdote about a brand manager in her organisation who strongly opposed the incorporation of a Brazilian flavour into their range around FIFA. AM04 was a newly appointed head of marketing at the European arm of a large Japanese conglomerate. She was put in charge of improving the sales of a recently acquired brand of British traditional pickles and relishes. The opposing party had been working at this new acquisition for a number of years. AM04 described how she relied on research on ambush marketing to explain to the individual that all ambush is not outright illegal. Ultimately the ambush marketing campaign was launched despite this initial opposition. AM04 stated:

“But when we made them aware of our decision to develop a fifth new flavour based on Brazilian food, this person immediately objected to it on the basis that it is ambush marketing. He thought that it was actually completely illegal. So we had to have a long argument about what ambush marketing is and in what forms it is illegal.”

Similarly AM05 also reported a process of research to clarify the legality of her brand’s ambush campaign prior to implementation. AM05 stated:

“So whether anyone was concerned or not? Off course we were concerned, which is why we took the time to properly research the issue and give recommendations.”

A common theme in participants’ anecdotes is the process of research which they all relied on to establish the legitimacy of their planned campaigns prior to implementation. Nevertheless, there is significant evidence that employees who are aware of what ambush marketing is are likely to become concerned when their brands chose to implement it.

5.5.4. FOURTH THEME: TARGETING AMBUSH MARKETING AUDIENCES

This theme emerged from the analysis of interview data from the fourth section of the interview agenda (see appendix 2) that focused on the following research question:

“Who are the intended target audiences of ambush marketing?”

As discussed in chapter 2, there is a gap in research on who are the intended target audiences of ambushers. Authors have assumed that ambushers target the core audiences of sports and attempt to confuse them about who is sponsoring the sport (Crompton, 2004a; Humphreys et al., 2010). As studies in the past did not have access to ambushers directly, this assumption was based on secondary evidence from past ambushes. Since ambush marketing has undergone a shift from competitive to participative over the last three decades, it is unlikely that ambushers still focus on the same audiences. The intention of weakening a rival’s sponsorship has diminished and no such intention was reported by the participants of this study. In line with the methodology of this study the detailed questions posed to the participants generated data which was analysed in NVivo using a word frequency query. The results of this query are presented in the table below:

Word	Length	Count	Weighted Percentage (%)	Similar Words
audience	8	35	3.86	audience, audiences
football	8	21	2.32	football
target	6	20	2.21	target, targeted, targeting
promotion	9	15	1.66	promotion, promotional, promotions
product	7	14	1.55	product
customers	9	12	1.32	customer, customers
people	6	12	1.32	people
sporting	8	9	0.99	sporting, sports
existing	8	8	0.88	existing
intention	9	8	0.88	intention, intentionally, intentions
sponsor	7	8	0.88	sponsor, sponsoring, sponsors
brazil	6	7	0.77	brazil
launched	8	7	0.77	launch, launched, launching
watching	8	7	0.77	watching
ambush	6	6	0.66	ambush, ambusher, ambushers, ambushing
attract	7	6	0.66	attract, attracting
flavour	7	6	0.66	flavour, flavoured, flavours
relevant	8	6	0.66	relevance, relevant
country	7	5	0.55	country
defined	7	5	0.55	define, defined

Table 5.31: Word Frequency Analysis Research Question 4

The following word cloud is a visual representation of the query.



Figure 5.6: Word Cloud Research Question 4

The word frequency query as well as repeated study of relevant sections of the interview transcripts allowed subthemes to emerge within the parent theme of “targeting ambush marketing audiences”. This theme and its subthemes were all coded into a node and child nodes in NVivo. The following figure is a thematic map of the resultant node.

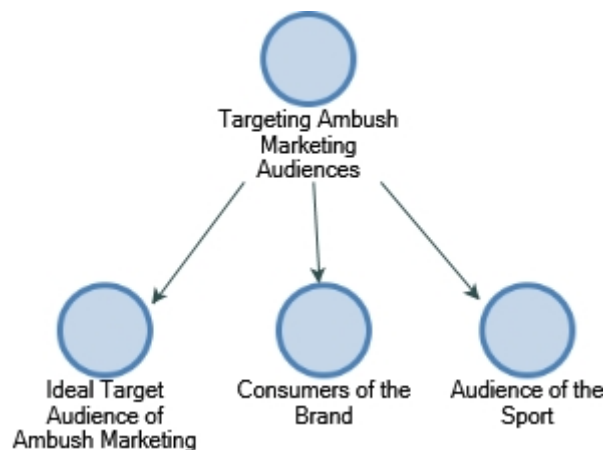


Figure 5.7: Thematic Map: Targeting Ambush Marketing Audiences

A coding summary by node report was finally generated in NVivo. This process represents the implementation of the steps involved in thematic analysis adapted from Braun & Clarke (2006) outlined in table 4.8.

5.5.4.1. Audience of the Sport

Participant AM01's company sponsored the broadcast of an international tennis championship in order to promote its brand in connection with sports as well as attracting live betting on the outcomes of the individual matches that take place within the championship. AM01 stated that the core audience of the tennis championship are loyal fans of tennis and people who watch the matches to support their nation's athletes participating in them. As such the overall core audience of the sport is not an ideal target audience of the betting company. Such audiences are often not interested in placing bets according to AM01. Instead they are more earnest in their support for their favourite athletes and their love for the sport. AM01 stated:

"Loyal fans of the sport are not really a relevant target. We are reaching people who are likely to bet while watching the sport. But also as we discussed before, our objective is to increase awareness."

In describing the target audience for their ambush marketing, AM02 focused more on demographic market segmentation. According to AM02, his brand's campaign was not focused on the audience of the sport it ambushed. Instead the intended market segment consisted of youth and young adults. Since the ambush focused on Brazil, the host of the sport, rather than the sport itself, the focus was not the audience of football. AM02 stated:

"We define it as anyone who feels young at heart so demographically it's under 18's and 18 to 29 year olds. But even 30 to 49 can be youthful. So it is aimed at those three demographics both male and female. That is how we defined our target audience and it is reflected in our marketing communications. We really had no interest in the audiences of the sport specifically. That is a different way of dividing up the audience. It doesn't suit our brand."

AM02 discussed how the difference in image of a fast food restaurant and an international football championship was the reason the audience of the sport was not the intended target market. AM02 further stated:

"It's the nature of our offering. We do not think associating too directly with sport works for our brand at any level."

Participant AM03 similarly described a demographic market segment as being the target of her brand's ambush marketing. In a similar approach to AM02, her brand also focused on Brazil as the indirect thematic link to FIFA 2014. In this way the brand focused more on South American flavours than sport. When asked if her brand aimed at the fans of FIFA 2014 AM03 stated:

"Not at all. Well not exclusively anyway. I mean I'm sure someone somewhere ate our food while watching FIFA but we did not launch this flavour so FIFA fans would start eating our product. I don't think it would happen whether or not we wanted it."

The connection to Brazil was so far removed in AM03's mind that she described the ambush marketing to be arbitrarily aimed at any number of sporting events occurring in the country at the time. AM03 stated:

"Our association ended with Brazil as far as we were concerned. There probably were several other sporting and non-sporting events occurring in Brazil at the time. You really could make the case that we were ambushing any one of them. Or even all of them."

However it is obvious from the timing of the launch and the end of the campaign that the focus was specifically on the 2014 FIFA World Cup.

AM04 identified audiences younger than the current buyer of their product as the intended target audience. As a long standing traditional British brand of pickles and relishes, AM04's brand needed retargeting and revitalisation. The intention to ambush FIFA 2014 was inspired by this overall marketing objective and intended brand image shift. AM04 stated the following:

"As I said, we launched this promotion in order to attract a younger audience than who we usually attract. Our only real objective in terms of it being deliberate was to get that attention and relevance. We did add that little line about having it while you watch the football but as I said before, that was only a fifth of the overall promotion."

AM04 also added that the overall target audience was young adults which may include the audience of FIFA 2014 but was not limited to them.

“So we focused on 18 to 29 year olds, to answer your question. Not specifically the audience of FIFA.”

Remaining participants also indicated similar targeting where the core loyal fans of the ambushed sport were not the intended target audience. The following table contains their relevant comments.

Participant	Audience of the Sport
AM05	<p><i>“We didn’t want to do that sort of ambush. If we lose touch with our existing audience who may not be into football and we fail to attract football lovers who don’t eat (Omitted for confidentiality), then nobody buys our product.”</i></p> <p><i>“We didn’t want to take away anybody’s customers. We gain nothing from confusing the football fans or making them believe we are sponsoring football. I am not even convinced that that is achievable through ambushing the way we did.”</i></p>
AM06	<p><i>“Again, it is not a question of targeting but loyal fans are usually better at determining whether a brand is a sponsor of their favourite sport or not.”</i></p>
AM07	<p><i>“I shall have to think carefully about this. Ambushers are believed to try and distract audiences for the most part. But look, FIFA world cup and football in general has a massive following in this country. It is hard to launch any promotion and avoid football fans.”</i></p>

Table 5.32: Audience of the Sport

5.5.4.2. Consumers of the Brand

Participants were asked if they intended to bring the sport to their existing audience and enhance their existing brand image with their loyal customer base by associating with sports. The overall impression from their responses is that this also wasn’t entirely accurate. A majority of participants described how their ambush was more than just an attempt to maintain their image with the existing audience while at least one participant stated that their campaign was aimed only at existing customers in the UK.

Participant AM01 who is a representative of a betting company that ambushed an international tennis championship stated that the campaign was aimed at people likely to bet. AM01 stated:

“I would certainly agree that our intention has been to make our existing punters aware of the fact that we are now taking bets on this sport. That is a lot more relevant than reaching loyal fans of it in my opinion.”

However AM01 acknowledged that the ambush would reach all audiences of the championship regardless of their likelihood of betting with their company thereby increasing brand recognition in general. Despite the fact that this was not perceived by AM01 as such, it is a more long term benefit of their ambush as opposed to the more immediate goal of taking live bets during the sport. AM01 stated:

“Like I have been saying, our objectives are to increase profitability and awareness. Part of that awareness is that we are taking bets on the tournament.”

Participant AM02 described a demographic market segmentation process whereby their brand focuses on people of various ages with distinct personal attributes are the focus of their campaigns and offers. AM02 insisted that the ambush campaign in question was not aimed at the audience of the sport but at a certain demographic within the British population. AM02 stated:

“This promotion is aimed at youth. That is our intended target audience. We define it as anyone who feels young at heart so demographically it’s under 18’s and 18 to 29 year olds. But even 30 to 49 can be youthful. So it is aimed at those three demographics both male and female.”

According to AM02 the focus of the campaign was not the sport but the country hosting it. As a fast food brand AM02 did not believe there was any congruence with football. AM02 stated:

“It’s the nature of our offering. We do not think associating too directly with sport works for our brand at any level.”

Participant AM03 also gave a similar account of their targeting where the focus of the campaign was the host country’s cuisine rather than the sport itself and the targeting was demographic rather than audience of the sport. AM02 made the following statement:

“Our core audience is 16 to 25 year olds. We aimed this product and the related advertising at that key demographic as always.”

AM04 described a slightly different targeting strategy where the intended audience was people younger than the core audience of their traditional pickles and relishes. Their intention was to attract younger audiences through association with sport. In this way the campaign was aimed neither at the audience of the sport nor the brand's core audience. AM04 made the following statements:

"As I said, we launched this promotion in order to attract a younger audience than who we usually attract."

"So we focused on 18 to 29 year olds, to answer your question. Not specifically the audience of FIFA. We used that to generate interest in the rest of the promotion."

The remaining participants also indicated similar demographic market segmentation. Since they all represent food and beverage brands, another common element was the perception of incongruity with sports and football which motivated them to pursue the cuisine of the host country as their indirect reference to the sport. The following table contains relevant comments from the remaining participants.

Participant	Consumers of the Brand
AM05	<p><i>"Our target audience is defined in terms of their age, location and lifestyles. We don't usually target the audience based on their interests in particular sports."</i></p> <p><i>"We wanted our audiences to know that we are keeping up with the trends. We have kept up with flavour trends in the past and we think that is the key to our continued success."</i></p>
AM06	<i>"I don't think we could persuade our customers to start watching football by launching pineapple and coconut flavoured water. Those things aren't permanently linked to football. They are linked to Brazil."</i>
AM07	<i>"Our product is aimed at teens and young adults in general. That continued to be the case."</i>

Table 5.33: Consumers of the Brand

5.5.4.3. Ideal Target Audience of Ambush Marketing

Participants of this study did not identify the fans of the ambushed sport as their intended target audience. Furthermore, most participants indicated that their own existing customers were not the sole target of their campaigns. Instead a cross-section of their own audience and the fans of sport seem to be the intended target audience of their ambush marketing.

Participant AM05 described the ideal target audience as people who are likely to purchase their product but also are aware of the sporting event being ambushed. She stated that such a consumer would not only buy the product for its intrinsic qualities but also acknowledge the reference to the sporting event. In such a scenario the awareness of the sport and at least some level of interest in the event would enhance the consumer's overall interaction with AM05's product. AM05 stated:

"Our (omitted for confidentiality) is targeted at young working professionals who don't have the time and more importantly the skill to cook (omitted for confidentiality) properly from scratch. That is our target audience. This promotion was for them too with the hope that they will relate our nod to Brazil with the football activity and all the other hype and perhaps that will help us retain them through the season."

AM06 also described the ideal target audience of their ambush as people who are aware of the sport and its connection to Brazil. He stated the following:

"The ideal target customer would indeed be someone who is aware of Brazil's significance to popular culture at the time of this promotion."

Furthermore AM06 also commented on the ambush campaigns of other brands around the same sporting event noting that their campaigns were aimed at people who are likely to use their products and are also aware of the sporting event being ambushed.

"I think that when all these brands were launching Brazilian flavours, it was an attempt to attract audiences who are likely to use their product and are at the same time looking forward to the sporting event."

A similar idea target audience was described by AM07 who stated the following:

"However, we realise that the greatest impact this product would have in terms of achieving its ambush related goals is to resonate with audiences that are our loyal customers while at the same time care enough about football to know that

we are paying a subtle homage to Brazil and that's because FIFA is holding the world cup there."

Lastly AM08 who explicitly stated that the target was neither their existing audience alone nor the fans of the ambushed sport in particular, described the ideal consumer as someone who is already an avid buyer of their snack and also a fan of the ambushed sport. AM08 stated the following:

"It would be someone who already loves our brand and is a regular consumer and also likes football enough to look forward to FIFA and stock up on their favourite snack to have while watching their favourite sport."

Unlike other participants AM08 identified snacking as a habit associated with sports viewers and also mentioned research that indicated such people buy snacks in bulk in the days leading up to famous sporting events.

5.5.5. FIFTH THEME: AMBUSH MARKETING DECISION MAKING

Research previously discussed in the literature review and later in section 3.5.4 highlights three main influences on the decision to sponsor sports. These are:

1. A strategic linkage between the brand and the sport (Meenaghan, 1991)
2. The congruence between the brand and the sport (Gwinner et al., 2009; Koo et al., 2006; Speed & Thompson, 2000)
3. The interest of top tier management (Cornwell & Maignan, 1998)

Section 3.5.4 further described how in the case of ambush marketing it is not known who or what influences the decision to ambush. Therefore the fifth research question is as follows:

"What is the role of organisational structure in ambush marketing decisions?"

Subsequently in section 4.6.1 this research question was expanded into the fifth section of the preliminary interview agenda which was further adjusted into the final interview agenda (see Appendix 2) after the pilot interview. This final agenda was utilised in the remaining seven interviews leading to the formation of qualitative data which was analysed through the use of NVivo.

A word frequency query in NVivo on the interview participants' responses to the relevant section of the interview agenda provided the following result.

Word	Length	Count	Weighted Percentage (%)	Similar Words
product	7	27	2.66	product, production, products
marketing	9	23	2.27	marketing
managers	8	17	1.68	management, manager, managers, managing
promotions	10	12	1.18	promote, promotion, promotional, promotions
already	7	9	0.89	already
flavours	8	9	0.89	flavour, flavours
brazilian	9	8	0.79	brazilian
originated	10	8	0.79	originated, originating, originator
developed	9	7	0.69	developed, development
interest	8	7	0.69	interest, interesting
actually	8	6	0.59	actually
concerns	8	6	0.59	concern, concerned, concerns
director	8	6	0.59	director, directors
everyone	8	6	0.59	everyone
involved	8	6	0.59	involved
research	8	6	0.59	research, researching
anything	8	5	0.49	anything
department	10	5	0.49	department, departments
existing	8	5	0.49	existed, existing
innovate	8	5	0.49	innovate, innovation, innovations

Table 5.34: Word Frequency Analysis Research Question 5

The most frequent terms are also represented in the following word cloud.



Figure 5.8: Word Cloud Research Question 5

This analysis and an in-depth study of the qualitative data resulted in the coding of relevant data into the theme and subthemes represented in the following thematic map.

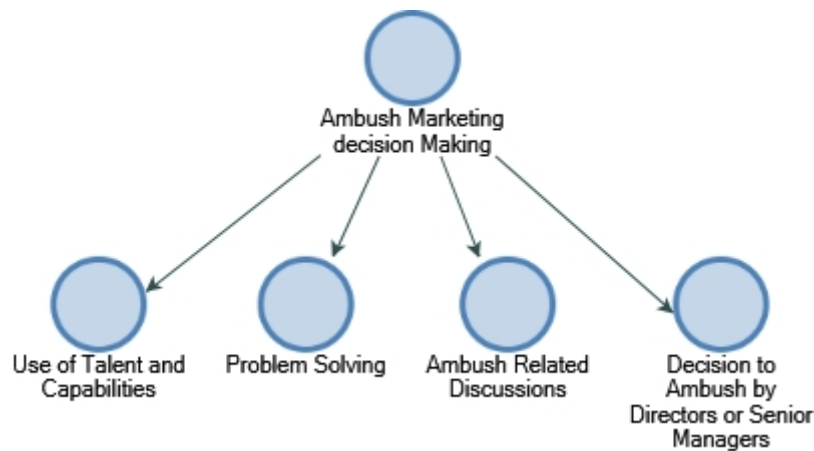


Figure 5.9: Thematic Map: Ambush Marketing Decision Making

After the coding process was completed and the themes were refined, a coding summary by node report was generated in NVivo. This process follows the general guidelines of thematic analysis represented in table 4.8 adapted from Braun & Clarke (2006).

5.5.5.1. Decision to Ambush by Directors or Senior Managers

All participants indicated that the decision to carry out an ambush marketing campaign originated with either an individual or a group of individuals at a senior management position. This is especially insightful as it clarifies an unknown and often speculated about fact related to ambush marketing. Certain authors hold the opinion that perhaps ambush marketing can take place without the knowledge of the ambushers as ad agencies may take it upon themselves to include themes related to sporting events in their marketing communications (Dalakas et al., 2004; Emmett, 2010; Meenaghan, 1996). This study showed that in all investigated cases, the decision to implement the ambush campaign came from senior managers or directors. It should be noted that not all participants admitted that they were aware of the nature of their chosen campaign was ambush marketing. Regardless, there was no outside influence from an agency or partner upon the decision to implement any of the campaigns.

The following table lists the individuals within each studied organisation who were identified as the originators of the ambush marketing ideas.

Organisation of Participant	Person Responsible for Ambush Marketing Idea	Was this the Interview Participant?
AM01	CEO	No
AM02	Senior Marketing Manager for New Products and Strategies	No
AM03	Marketing Manager	Yes
AM04	Marketing Director	Yes
AM05	Company Director	No
AM06	European Head of Product Development	No
AM07	UK Commercial Director	Yes
AM08	Senior Brand Manager	No

Table 5.35: Idea Originators

Participant AM01 described how initially the CEO of his betting company had indicated that the company would look at potential sports sponsorship opportunities. However due to the high costs related to sponsoring the chosen event and the exposure to foreign markets where the company does not operate made sponsoring it unsuitable. Therefore when the company was approached by a broker with the proposal to sponsor the broadcast of the same sport, an opportunity to associate with the property without spending sponsorship fees and reaching only the UK audience positively influenced the decision to ambush over sponsoring. AM01 related the following:

“The channel had been looking for sponsorship and our media buyer was already in the process of getting the brokerage rights from the channel.”

“Our top management had decided earlier in the year to sponsor a sport so when this deal came along, it was a good strategic fit.”

Similarly AM02 described the involvement of the senior marketing manager for new products and strategies in planning and implementing an ambush campaign that specifically focused on the 2014 FIFA World Cup. AM02 stated the following:

“Yes, as I said, the idea originated from our senior marketing manager for new products and strategies. She no doubt was inspired by the sporting event in 2014 to focus on a range of products celebrating Brazilian flavours.”

Participants AM01 and AM02 also share the distinction of having implemented the same ambush strategy multiple times. AM01's deal with the television channel that broadcasts the ambushed sport was initially for three years which upon the completion of the initial period was extended for another three. AM02's fast food restaurant chain launched the ambush line extension for the first time in 2014 and then again in 2016, this time ambushing the 2016 Olympic games also held in Brazil. The remaining participants were involved in one time ambush marketing campaigns and also confirmed the involvement of top management or directors as a key factor in the implementation of their chosen ambush campaigns. The following table contains relevant remarks.

Participant	Decision to Ambush by Directors or Senior Managers
AM03	<i>"As I am the marketing manager in charge of the brand, it was up to me and my team to promote the product."</i>
AM04	<i>"I had the idea to launch a promotion which I shared with the existing brand manager and the marketing team they had."</i>
AM05	<i>"Yes, as I said, our director suggested this in December 2013. He correctly predicted that a lot of brands will be focusing on Brazil and that we should also do something to contribute to the trend."</i>
AM06	<i>"To answer your question, the decision originated with new product development team. They are responsible for UK wide product development and then they are overseen by the European product development head."</i>
AM07	<i>"I am the commercial director for the UK and the originator of this idea to ambush FIFA. The product was developed by some very industrious boffins in Belgium but we had the general outline which was make it Brazilian inspired and hot."</i>
AM08	<i>"It was our senior brand manager's idea. She is the brand lead and is in charge of line extensions and packaging for this product and she had the idea really to innovate a lot of new flavours periodically in the first place. Then she again was the one to talk about the possibility of a product focused at this event."</i>

Table 5.36: Decision to Ambush by Directors or Senior Managers

5.5.5.2. Ambush Related Discussions

A few participants described how following the decision to ambush sports, there were concerned employees who questioned the legality and nature of their ambush strategies. Commonly such employees were more knowledgeable and educated in marketing or advertising. Such discussions variably relied on research on ambush

marketing, past ambush marketing examples or scrutiny of regulations regarding advertising and sponsorship of sports published by governing bodies.

Participant AM02 was among those who related anecdotes about concerned employees and negotiations resulting from raised concerns. AM02 described how the senior marketing manager who had pitched the idea had to defend her idea when several employees within the marketing department became concerned about the nature of the proposed campaign and its link to ambush marketing. However those concerns were satisfied by the marketing manager by quoting examples of previous ambush attempts that did not result in legal action. AM02 stated:

“Since this is for your research and I see that you are striving for genuine and deep understanding of the facts, I will tell you that there were concerns raised about this being ambush marketing and whether or not we had the right to do this. But those concerns were answered to great satisfaction by the people pitching the idea.”

Conversely AM05 discussed how she was the person most concerned about ambush marketing. Her position allowed her to make use of the manpower within her department to commission a report on what is ambush marketing and once the research had been compiled she was satisfied with the report which indicated that indirect association with sports through the use of related themes is not copyright infringement as all such related themes cannot be owned or protected. She stated the following:

“Okay, so the person most concerned really was me to be honest. But then it’s my job to be. Fortunately we have some really exceptional people working in our team. They really did a great job researching ambush marketing. I found their report educational.”

One reason AM05 stated for her concern was her knowledge of ambush marketing and the consequences to some ambushers of targeting the 2012 Olympic Games.

Similarly AM08 described one individual within the company who was opposed to the idea due to the incongruence between the brand and the ambushed sport. The individual also questioned the company’s choice to ambush the sport when it had

recently passed on an opportunity to launch a campaign focused on Christmas. AM08 stated:

“One of our associate brand managers argued that we passed Christmas which is so much more relevant to our product than sport.”

On the other hand where no such concerns were raised, the implication was that generally the employees are simply unaware of what ambush marketing is. This was the stance of participant AM07 who described his surprise that even younger employees with more recent qualifications in marketing were unaware of ambush marketing and did not raise any concerns. AM07 who was the person behind the idea to ambush sport had researched ambush marketing and was prepared to defend it against criticism but ultimately was never challenged. AM07 stated:

“We did not face the same ethical and legal scrutiny as some notable ambush strategies have come under. I was pretty much the only person who even knew the research on this. I was actually surprised that none of the younger people in our team who have the benefit of very recent education had anything to say about it.”

The above findings point to a correlation between internal opposition to ambush marketing and the level of clarity regarding the meaning and implications of ambush. Where there was no knowledge and where there was comprehensive knowledge of ambush, there were fewer concerns. Where there was only little and unclear knowledge of ambush marketing, concerns were raised regarding the legality of the practice.

5.5.5.3. Use of Talent and Capabilities

As stated in section 3.5.4, the opportunity created by the access obtained in this study was to examine the operational aspects of ambush marketing from the perspective of ambushers. This led to the investigation of how the organisational structure within the ambushing organisations is utilised and what command structure is typically followed. This stems from the earlier discussion of concern and disagreeability among informed employees.

Overall it was found that there was fragmentation within the ambushing organisations with regards to the responsibilities associated with ambush marketing.

Generally the responsibilities were equally shared by all employees within the marketing functions/departments of ambushers. No teams or task forces were formed either formally or informally in order to plan and implement the ambush strategy in any of the participants' organisations.

This indicates that the stigma surrounding ambush marketing does not extend to the ambusher's organisation. Within the organisations, a consensus and understanding is usually reached well in advance of the implementation of the ambush with all employees usually getting the chance to object. This is perhaps due to the low power distance between subordinates and superiors in British organisations (Spencer-Oatey & Franklin, 2009). The following table contains the relevant remarks from participants regarding the use of talent and capabilities.

Participant	Use of Talent and Capabilities
AM01	<i>"No we don't really work like that here. We already are quite compartmentalised so really only UK marketing managers were involved. Everyone else has their own focus already."</i>
AM02	<i>"No, not really. I mean I know what you are asking. Some companies will put together temporary teams to innovate but we have an entire department dedicated to new products and promotions. This is what they do."</i>
AM03	<i>"This product is what I am specifically managing. So the team that I have are dedicated to this. Then there are creative people who work across the board. So no we didn't form a team or anything."</i>
AM04	<i>"The marketing team already existed and then I was the new head. So in a way this was a new team and this was our first assignment. But no, we didn't create a taskforce to work on this. Everyone did their part."</i>
AM05	<i>"No we never really form taskforces here. It was a companywide effort from manufacturing to sales and distribution and everyone in between. I was in charge of marketing it."</i>
AM06	<i>"Within the marketing team, only a handful of people had the experience to set up an experiential marketing scenario. So when it came to arranging that, they were kind off going off on their own. It wasn't an official taskforce or anything through."</i>
AM07	<i>"No we don't really project manage new flavours. The workload comes through as usual and everyone contributes according to their expertise."</i>
AM08	<i>"As such we don't have an official breakdown based on which products. People naturally become owners of things they show more interest in and contribute to."</i>

Table 5.37: Use of Talent and Capabilities

5.5.5.4. Problem Solving

Several participants including AM02, AM04, AM05 and AM07 discussed a structured approach to problem solving with regards to determining the legality of proposed ambush marketing plans. Such measures were described as having been implemented for various purposes such as:

1. To satisfy the concerns of employees who questioned the choice to ambush
2. To ensure the availability of options and allowed association methods
3. As a routine research process before new marketing strategies are implemented

Whatever the reasons, some similar elements were observed in the actions of above participants' organisations. In all cases they relied on secondary research utilising available sources. Such sources ranged from old online articles, blogs etc. to books and journal articles where subscriptions to academic journals were maintained by the organisations.

All four participants mentioned above indicated that the research carried out helped in supporting the ambush marketing planned by their organisations. None of the participants described any instance where a negative or discouraging fact was found about ambush marketing which could potentially discourage their organisation from implementing ambush marketing campaigns.

5.5.6. SIXTH THEME: AMBUSH MARKETING EXPENDITURE

Section 2.12 determined the research gaps by comparing the extant conceptual framework of corporate sponsorship of sports to that of ambush marketing. This process identified the dearth of research on the budgeting and expenditure on ambush marketing as one such gap in research. Later in section 3.5.4 this led to the formation of research question number 6.

“What are the budgetary considerations for ambush marketing strategies?”

In section 4.6 this and other research questions were used to create the preliminary interview agenda which was then refined after the pilot interview. The resultant data from all the interviews was thematically analysed using the software QSR NVivo. A word frequency analysis on the data from question 6 is below.

Word	Length	Count	Weighted Percentage (%)	Similar Words
marketing	9	19	3.09	market, marketing
budget	6	13	2.11	budget
promotions	10	13	2.11	promoting, promotion, promotional, promotions
campaign	8	11	1.79	campaign, campaigns
product	7	8	1.30	product, production, products
flavour	7	7	1.14	flavour, flavours
around	6	6	0.98	around
expensive	9	6	0.98	expense, expensive
million	7	6	0.98	million, millions
considered	10	5	0.81	consider, considered
covered	7	5	0.81	covered, covers
higher	6	5	0.81	higher
advertised	10	4	0.65	advertised, advertising
return	6	4	0.65	return
specifically	12	4	0.65	specific, specifically
sponsoring	10	4	0.65	sponsor, sponsoring
allocated	9	3	0.49	allocated
always	6	3	0.49	always
average	7	3	0.49	average
buying	6	3	0.49	buying

Table 5.38: Word Frequency Analysis Research Question 6

The following word cloud is a visual representation.



Figure 5.10: Word Cloud Research Question 6

An in-depth study of the interview data along with the above query resulted in the formation and the subsequent refinement of the following thematic map.

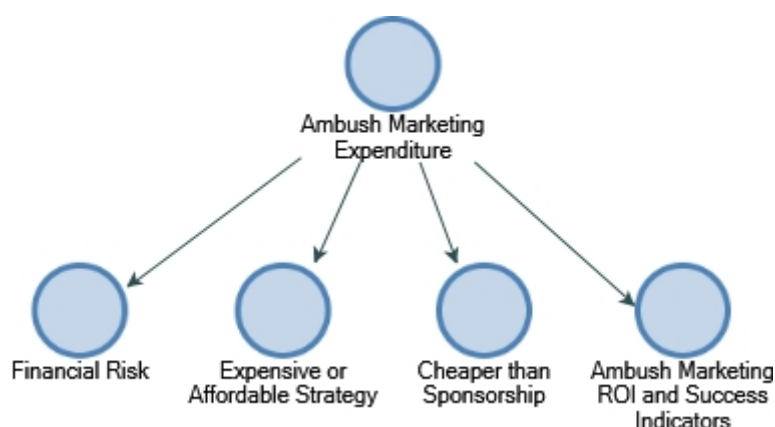


Figure 5.11: Thematic Map: Ambush Marketing Expenditure

Finally a coding summary by node report for the parent theme “Ambush Marketing Expenditure” was generated in NVivo. This process once again charts the steps involved in thematic analysis described in table 4.8 and adapted from Braun & Clarke (2006).

5.5.6.1. Expensive or Affordable Strategy

Researchers have noted that ambush marketing relies on creativity and innovation to provide cost effective campaign plans (Meenaghan, 1998; Piątkowska et al., 2015; Portlock & Rose, 2009). Although this is reasonably true, ambush marketing in its nature is not a clearly defined strategy with predetermined steps. Based on its objectives or intentions, each ambush is unique in its planning and implementation. This is the reason why ambush marketing costs can also vary considerably from one campaign to the next.

Among the participants of this study the cost of ambush marketing varied depending on the level of activity and the size of the organisation. Most participants did not quote exact figures regarding the cost of their ambush campaign. However the costs are reasonably depicted in their descriptions and the secondary evidence in form of online, TV and newspaper adverts, online videos and blog posts, posters, webpages and social media use.

Participant AM01’s UK based betting company ambushed a major international tennis tournament through broadcast sponsoring. The sponsoring rights to the broadcast on a British television channel cost the company under £1 million for a

period of three years. The further costs of having banners and ads created by an ad agency brought the overall cost to just over £1 million per year. According to AM01, at the time this was the most expensive single campaign the company had ever launched. AM01 stated:

“Objectively speaking, this was considered expensive at the time.”

Similarly, AM02 reported that the ambush line extension was an expensive campaign as it involved not just marketing and advertising but development and testing of a new range of products. AM02 stated:

“In 2014 I’d say it indeed was higher than normal because of the Brazilian connection we sought out. That meant an ad filmed abroad and whole new product development, testing and then deployment. They had to supply new equipment to every participating branch.”

Even for a multinational restaurant chain with hundreds of company owned and franchised branches in the UK, this campaign was considered quite expensive. According to AM02:

“If you consider all the costs that went in, not just the advertising cost then it was a huge spend. Much higher than any promotions we have done where we used existing products.”

Similarly AM03 also reported that the ambush campaign had been an expensive choice with the cost reaching around £2 million. AM03’s brand launches new flavours regularly. This campaign was designed to ambush 2014 FIFA World Cup. It consisted of a television advertisement that ran alongside the sport making it more expensive than other new flavour launches without an ambush marketing element. AM03 stated the following:

“The cost of marketing it was around two million pounds. That is pretty much our highest spend when it comes to launching a new flavour.”

On the other hand, participants AM04, AM06, AM07 and AM08 all reported that their ambush marketing campaigns were affordable. This is primarily due to similar approaches to how the ambush line extension was promoted. Although they had a

new product designed to create congruence with the ambushed sport, seemingly an expensive measure, the internalised processes of innovation, product design and manufacturing made it affordable and cost effective. They also made extensive use of company websites and blogs, social media profiles and YouTube to promote these products. These are either owned media or free to use. Therefore the costs of production as well as promotion were minimised.

5.5.6.2. *Cheaper than Sponsorship*

Extant literature pointed to the idea of ambush marketing being relatively cheaper than sponsorship as being an operative reason behind its implementation (Anthony Carrillat et al., 2014; Dickson et al., 2014; Meenaghan, 1994). There are two separate assumptions within this assertion that required investigation. Firstly whether or not the studied ambush marketing campaigns were cheaper than the sponsorship of the ambushed sport and secondly whether this was a reason for the choice to ambush rather than sponsor.

AM01's company chose to ambush a major tennis tournament through broadcast sponsorship. The cost of sponsoring the event to its official main partner was around \$6 million a year or a total of \$31.5 million over period of 5 years. AM01's company spent just over £1 million per year on the ambush campaign that included a 3 year broadcast sponsorship agreement. This ambush is one of the most expensive campaigns studied and yet cost roughly 1/6th of the annual cost of sponsorship.

AM02's fast food restaurant chain ambushed FIFA 2014 World Cup by launching a national promotion featuring Brazilian flavoured line extensions supported by advertising on TV, internet, billboards, magazines and newspapers as well as owned media. Although AM02 did not quote an exact figure this seems to be among the most expensive among ambush marketing line extensions studied based on the above information. Similarly AM03 reported a spending of £2 million. The remaining participants however reported that their campaigns were affordable as described in section 5.5.6.1 above.

By contrast FIFA made an estimated \$1.6 billion from selling sponsorship rights to the 2014 World Cup. It received \$750 million from six official partners, \$500 million from eight sponsors and \$170 million from eight national supporters in Brazil (Manfred, 2015). This means that even the lowest category of sponsors paid on

average around \$21 million. Therefore it is obvious that the studied ambush marketing campaigns are cheaper than sponsorship of the same event.

The fact that ambush marketing is cheaper than sponsorship was found to be irrelevant to the participants as discussed earlier in section 5.5.1.5. They generally indicated that since they had not considered sponsorship at any point, the choice to ambush was not based on the fact that it is cheaper than sponsoring but on the fact that it is an affordable strategy in general.

5.5.6.3. Financial Risk

As described above the campaigns of AM01, AM02 and AM03 and to some extent AM05 from the participant's own perspective were considered costly while the remaining participants described affordable strategies.

Those with expensive campaigns minimised risk by ensuring effective use of advertising to reach greater audiences and leverage the congruence created by the ambush. While those with cost effective and less elaborate campaigns avoided risk by minimising the spending so that a low return on investment still allowed them to recover the cost of the ambush campaign considered to be experimental. Such ambushers might launch more elaborate and costly campaigns in the future.

5.5.6.4. Ambush Marketing ROI and Success Indicators

It was an objective of this study to gather meaningful responses on the level of ROI participants achieved from and the key performance or success indicators they considered for their ambush campaigns. Although the responses were mixed and not all participants clearly described an ROI based outcome, there were generally positive indications from all participants regarding the financial outcomes of their ambush.

AM01 stated that an increase in the volume of bets their customers placed on tennis matches and an overall increase in the number of registered customers were the key performance indicators. Based on these after the first three years AM01's company renewed their ambush strategy for another 3 years. AM01 stated:

"But certainly this worked. We got more bets on tennis matches. That has continued to be the singular success indicator. That is why we have continued this partnership. It has worked wonders I'd say."

AM02 reported an ROI of 7% from their ambush campaign. He also described how the campaign had a residual effect on sales increase for several months after it was over. Participants AM04, AM05, AM06 and AM08 reported moderate to negligible increase in sales from their ambush campaigns while AM07 reported no change. Only participant AM03 reported that the sales dropped to £92 million in the year the ambush strategy was implemented. The company had reported revenue of £97 million the previous year. However this drop could be due to any number of internal or external factors not related to ambush marketing. Some key statements from the respondents are included in the table below.

Participant	Ambush Marketing ROI and Success Indicators
AM02	<i>On average these promotions get us around 7% which is not very high but as I mentioned earlier, the effect is more long lasting than the duration of the promotion so we see residual ROI benefits in the months that follow.</i>
AM03	<i>We would've liked to see a stellar return on investment, the higher the better. But unfortunately 2014 was not a great year for our brand. Our sales fell from 97 million in 2013 to 92 million and that 100 million mark just seemed out of reach.</i>
AM04	<i>We did look back at what ROI it generated and we were happy with it being as low as it was.</i>
AM05	<i>Since we spent so little promoting it, we didn't really have to show any kind of results specifically for this. We do monitor our overall ROI but that covers all of our marketing. We didn't calculate for this separately. It wasn't an issue.</i>
AM06	<i>We could get the sales figures for this one product and analyse that against our spending but I can just tell you the ROI was very healthy.</i>
AM08	<i>We aim for a healthy ROI overall and we achieved a good result in 2014. The sales increased 11% that year.</i>

Table 5.39: Ambush Marketing ROI and Success Indicators

5.6. CONCLUSIONS

Chapter 5 has dealt with the collection and analysis of qualitative data that formed the basis of the empirical case study. As discussed earlier in chapter 4, this research adopted a single case study approach with multiple embedded units of analysis (Yin, 2014). Each individual ambush marketing campaign represented an embedded unit of analysis investigated through a detailed semi-structured interview with a senior marketing manager from the ambushing organisation.

A cross-case analysis was preferred to within-case analysis or using both approaches. This is in line with the single case study design of the research which necessitates the analysis of data as a single corpus (Yin, 2014).

Valuable emergent insights into the organisational processes involved in ambush marketing have been identified in this chapter through thematic analysis. The use of CAQDAS tool QSR NVivo has allowed for a structured analysis of the data in line with the steps described previously in section 4.8.1 which was adopted from Braun & Clarke (2006).

The following chapter will be based on the discussion and interpretation of the analysis which will involve the following:

1. Setting up an organisational framework that will demonstrate the processes involved in the implementation of ambush marketing campaigns and connect ambush marketing to previously unexplored operational elements such as objectives and outcomes of ambushing, budgeting, organisational structure etc.
2. Taking the knowledge and experience of practitioners of ambush marketing into consideration in order to refine the conceptual framework of ambush marketing beyond the pre-existing secondary research based understanding of the concept.

6. DISCUSSION OF FINDINGS

6.1. INTRODUCTION

The previous chapter presents the in-depth analysis of primary data gathered through semi-structured interviews with multiple ambush marketers. As stated before in Chapter 1, the overall aim of this research has been to conceptualise the operational aspects of ambush marketing from the perspective of ambushers. In order to fulfil this aim of exploring ambush marketing as a strategic marketing communications activity, this research took an inductive approach. The case of ambush marketing was studied within the context of international sports with individual ambush campaigns acting as multiple embedded units of analysis in line with Yin (2014).

In this chapter the analysis will be interpreted in order to refine the conceptual understanding of ambush marketing and propose emergent generalisations regarding the organisational processes involved in ambushing. Just as the previous chapter was in line with step 6, this important stage in inductive research is in line with step 7 of Table 4.3 where the pre-existing case study research designs proposed by Yin (2014) and Eisenhardt (1989) were considered in order to determine a case study design applicable in this research. This step involves iterative tabulation of evidence to sharpen construct validity and replication across cases which confirms, extends and sharpens theory while building internal validity.

Furthermore this case study has followed the protocol developed in Section 4.9 in order to maintain coherence and transparency. It is also a key reliability measure as described in Section 3.2. The following discussion of findings is based on the iterative tabulation of evidence in the previous chapter. Such tabulation also ensured construct validity as outlined in Table 3.2.

6.2. JUSTIFICATION OF PARTICIPANT SELECTION

An important indication of correct participant selection is the clear linkage of the participants to the concept being researched. This research selected eight participants out of a possible 13 willing individuals from a list of 38 total individuals contacted. As discussed before all participants represent brands that have

implemented ambush marketing as part of their marketing strategies. However due to their use of emergent ambush practices and categorical denial of being ambushers from half of the participants, it is important to demonstrate that they were chosen correctly.

At this stage it is first important to distinguish ambush marketing from copyright infringement and trademark violations. In 2014 FIFA published a detailed public guidance on the use of its official marks and in 2016 IOC published similar brand protection guidelines for advertisers. These documents, as discussed in Section 5.2.3, are key secondary sources in this research and detail the official terms and symbols registered by FIFA and IOC. These symbols and terms are thus protected in Brazil and other territories by copyright and intellectual property laws. The infringement of these terms and symbols is not ambush marketing. Such misuse is clearly illegal and would result in prosecution under the laws of most countries.

Both documents acknowledge the existence of ambush marketing as a separate concern from copyright infringement. They state that the practice is harmful to their properties while also acknowledging that legal frameworks do not protect against ambushers. Both organisations added examples of “do’s and don’ts” in the documents that allow for generic references to the event. These are examples of ambush marketing and closely resemble the attempts of participants in this research. Therefore, regardless of their acceptance of being ambushers, the selection of the participants is justified and the chosen marketing measures are valid ambush campaigns.

6.3. REVISITING RESEARCH METHODOLOGY AND DESIGN

At this stage it is useful to revisit the philosophical and methodological assumptions that have underpinned the data collection and analysis in the previous chapter. The following table briefly examines all relevant assumptions.

Characteristic	Assumption	Description
Purpose	Exploratory	<ul style="list-style-type: none"> • A valuable way of gaining insight into a phenomenon when little is known about it • Relies on secondary sources in the initial stages of literature review and may rely on both secondary and primary data gathering later on in the implementation of methodology stage
Ontology	Ideographic	<ul style="list-style-type: none"> • The belief that the world is socially constructed and is understood by examining the perceptions of participants or actors • Ideographic or subjectivist ontology supports qualitative research towards inductive theory generation
Epistemology	Interpretivist	<ul style="list-style-type: none"> • The belief that reality is interpreted by human beings who attribute meanings to the world • Leads to rich insight through in-depth exploration of a phenomenon within its own social context
Approach	Inductive	<ul style="list-style-type: none"> • Concerned with generating theory from data by observing patterns in the data • Maxwell (2012) states that a conceptual framework constitutes theory no matter how tentative or intermediary it might be
Strategy	Case Study	<ul style="list-style-type: none"> • Eisenhardt (1989) describes case study as an effective strategy in theory building • Both Eisenhardt (1989) and Yin (2014) provide detailed instructions and elaborate the steps involved
Data Collection	Qualitative	<ul style="list-style-type: none"> • Primary sources of data are semi-structured interviews • Secondary sources are documents, images and videos
Data Analysis	Thematic Analysis	<ul style="list-style-type: none"> • A qualitative research method used to identify, analyse and report patterns or 'themes' within data • Allows for flexibility and theoretical freedom while dealing with rich and complex data

Table 6.1: Summary of Methodology

The aim of inductive theory generation is fulfilled through a case study research strategy based on thematic analysis of qualitative data. These choices have been

made in line with the philosophical assumption of interpretivism and will continue to inform the approach to interpretation and discussion of findings in this chapter.

6.4. INTERPRETING THE FINDINGS

The development of a correct interpretative technique is necessary in order to utilise the data analysis to its fullest extent with regards to informing the research questions posed in this study. This research adopted an inductive approach to studying ambush marketing in sports in order to develop a refined conceptual framework for ambush marketing and fill the gap in extant research. It is the stance of authors such as Eisenhardt (1989) that inductive research begins without an initial theoretical position. This however is further elaborated by Yin (2014) and Farquhar (2012) who suggest that considering an initial theoretical position can lead to a more structured and organised study with clearer objectives and findings.

The literature review stage of this research was therefore utilised to first investigate the existing state of research on corporate sponsorship before moving on to ambush marketing. The purpose of this additional review was to draw parallels between the research on sponsorship and its rival or alternative ambush marketing. Figure 2.7 is the visual comparison of these concepts which led to the determination of a research gap in ambush marketing in areas where sponsorship research is in a more advanced state.

This comparative method of finding the research gap allowed for the development of the research methodology, specifically the stance of inductive enquiry. The dearth of research on ambush marketing was highlighted in the research questions developed in Section 3.5 and again listed in table 4.5. This table was utilised to develop the interview agenda found in Appendix 2.

At the thematic analysis stage the research questions were once again used to create initial thematic headers. These aided in the start of the coding process which led to the refinement of these headers as well as the creating of elaborate sub-themes mapped in NVivo and presented throughout the chapter 5. Table 5.3 relates the six research questions to initial thematic header which are then linked to refined thematic nodes that act as parent nodes in the cross-case coding process.

Thematic analysis of the primary data gathered through semi-structured interviews with ambushers allowed for the mapping of a generalised process of ambush marketing with shared characteristics across the participant organisations. This process or lifecycle of ambush marketing is the outcome of inductive research which was aided by initial comparison with sponsorship. The following section is a detailed discussion of these findings.

6.5. THE PROCESS OF AMBUSH MARKETING

In extant research the process of selecting, planning and implementing ambush marketing campaigns had not been investigated from the perspective of ambushers. The stigma attached to ambush marketing in the past as well as the unwillingness of potential participants to contribute to research may have been the cause. It is also possible that such a project was simply never conceived. Regardless of the reason, none of the available research on ambush marketing had considered the perspective of ambushers while placing issues of legality and ethics outside the scope of their research.

This study benefited from an unprecedented access to ambushing organisations through key marketing personnel directly involved in planning, implementation and monitoring of ambush campaigns. The opportunity to gather first-hand information about ambush marketing from the practitioners' perspective has been availed in order to gain valuable insight into the independent processes various companies followed in the course of their campaigns. Significant common elements have been identified through cross-case analysis as ambush marketing was researched as a single case study with multiple embedded units of analysis represented by individual campaigns.

All studied organisations went through similar processes and steps in planning, implementing and evaluating their strategies. Furthermore they faced similar issues and dilemmas as discussed by participants. Lastly and most surprisingly, similar ideas were implemented as part of the ambush campaigns despite there being no direct communication between participants who represent a diverse set of small and large organisations from different industry sectors.

As stated in the previous section of this chapter, the refined thematic nodes can be arranged in order of when they become relevant to the ambush marketing process. This results in the formation of a lifecycle of ambush activity. It is important to note that ambush campaigns do not represent regular processes that are carried out in a sequence repeatedly. Instead ambush marketing campaigns have a well-defined end usually coinciding with the end of the targeted sport. As ambush marketing is heavily influenced by the indirect associations with a particular sporting event, the scope for the campaign and even the products designed as part of the campaign also diminishes abruptly. This is further affected by the consumers' indifference towards such elements immediately after the end of the sport. Ambush marketing therefore cannot be accurately represented by a circular or loop lifecycle but a linear one represented earlier in Figure 5.1 and once again below.

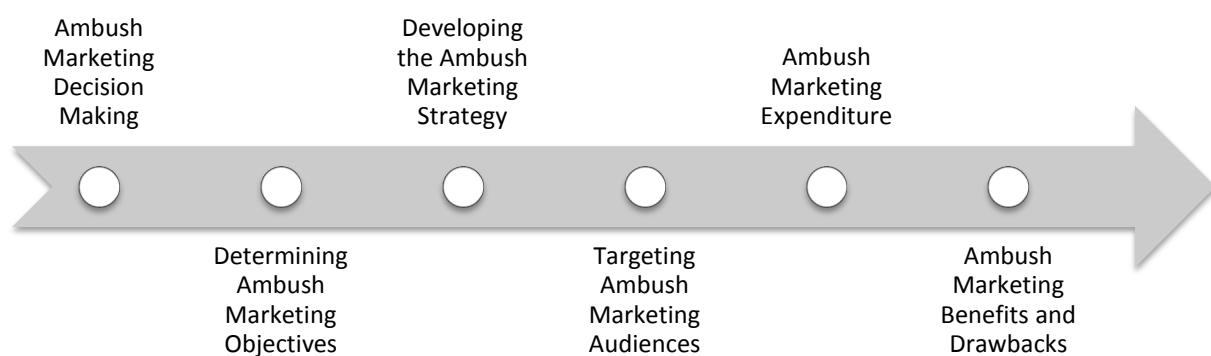


Figure 6.12: Ambush Marketing Lifecycle

6.5.1. STAGE ONE: AMBUSH MARKETING DECISION MAKING

The theme of 'Ambush marketing decision making' emerged from the data collected in the section of the interview agenda related to the fifth research question posed in Section 3.5.4. This question was one of three (questions 4, 5 and 6) that were considered secondary as the comparison with sponsorship research highlighted little emphasis on these areas. However as a clear indication of the inductive nature of this study, this question and the subsequent theme and its sub-themes relate to the first step in the ambush marketing process. Hence in ambush marketing this is not a minor concern but a decisive element of the overall process. The figure below represents the key elements of this stage of ambush marketing.

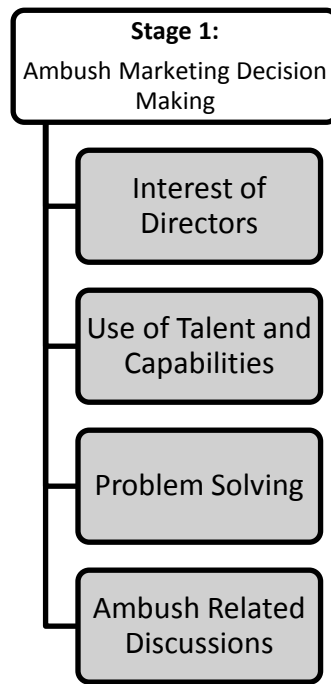


Figure 6.13: Stage 1: Ambush Marketing Decision Making

Section 5.5.5 describes the influencing factors behind a decision to sponsor as follows:

1. A strategic linkage between the brand and the event
2. Congruence between the brand and the sport
3. The interest of top tier management

As discussed in the previous chapter, no strategic linkage of any kind was observed between the studied ambushers and their targeted event. Furthermore as analysed in Section 5.5.1.5 of the previous chapter, congruence between ambusher and event is not a pre-requisite factor for ambush marketing. Congruence is ‘manufactured’ through the incorporation of related themes in ambush marketing where there may or may not be pre-existing similarity. The decision to ambush has been found to originate solely from the interest of top tier management of the ambushing brand.

Table 5.47 in the previous chapter details the individuals responsible for the ambush marketing decision. It is evident that in all studied cases of ambush, the decision came from a senior manager or director. Furthermore three out of the eight participants were themselves the persons responsible. This finding also contradicts some authors such as Dickson et al. (2014) who have discussed the possibility of ambush marketing existing without the knowledge of the brand’s leadership as thematic choices made by third parties such as advertising agencies. This is also an

indication of pragmatic and somewhat autocratic leadership within the ambusher organisations.

Despite the fact that certain employees within some ambushing organisations reported concern regarding the nature of the planned campaigns, this fragmentation did not manifest as a formal or informal grouping of employees and the campaign responsibilities were shared equally among the staff within the relevant department or team.

A structured approach to problem solving was observed among multiple participants' organisations. Common research sources such as newspaper and magazine articles, journals and blogs were searched and studied for the following purposes:

1. To satisfy the concerns of employees
2. To explore available options
3. As a routine research process before new campaigns

A number of participants related detailed anecdotes of concerned employees who challenged the ambush marketing decision based on their understanding of the concept. These concerns ranged from slight where employees thought of ambush marketing as underhanded to extreme where employees incorrectly assumed ambush marketing to be completely illegal. Furthermore those organisations where employees did not question the tactics reported that such indifference was not necessarily a good sign as it indicated the employees' lack of knowledge regarding the concept.

6.5.2. STAGE TWO: DETERMINING AMBUSH MARKETING OBJECTIVES

All ambushers who participated in this study reported careful consideration of the intentions and objectives of their ambush campaigns. This line of enquiry did not consider the stance of each participant on the nature of their campaign. Those who accepted that they implemented ambush marketing and those who did not equally participated in the discussion of the objectives behind their campaigns.

This line of enquiry in the interview agenda (Appendix 2) relates to research question 2 in Section 3.5.2. In this section the usual inductive open ended enquiry was replaced by a more structured approach informed by research on sponsorship carried out by Hoek et al. (1990) and replicated by others listed in Section 3.5.2. A list of sponsorship objectives informed by their research as well as objectives

commonly attributed to ambushers by authors such as Chanavat & Desbordes (2014); Dalakas et al. (2004) and Farrelly et al. (2005) was presented to participants who were asked to eliminate the objectives irrelevant to their campaign and rate the relevant objectives in order of priority. They were also given the opportunity to state further objectives not found on the list. The result of the analysis was a refined and prioritised list of objectives commonly behind ambush marketing. The figure below is a comparison of sponsorship objectives in Hoek et al. (1990) and the ambush marketing objectives determined by this study.

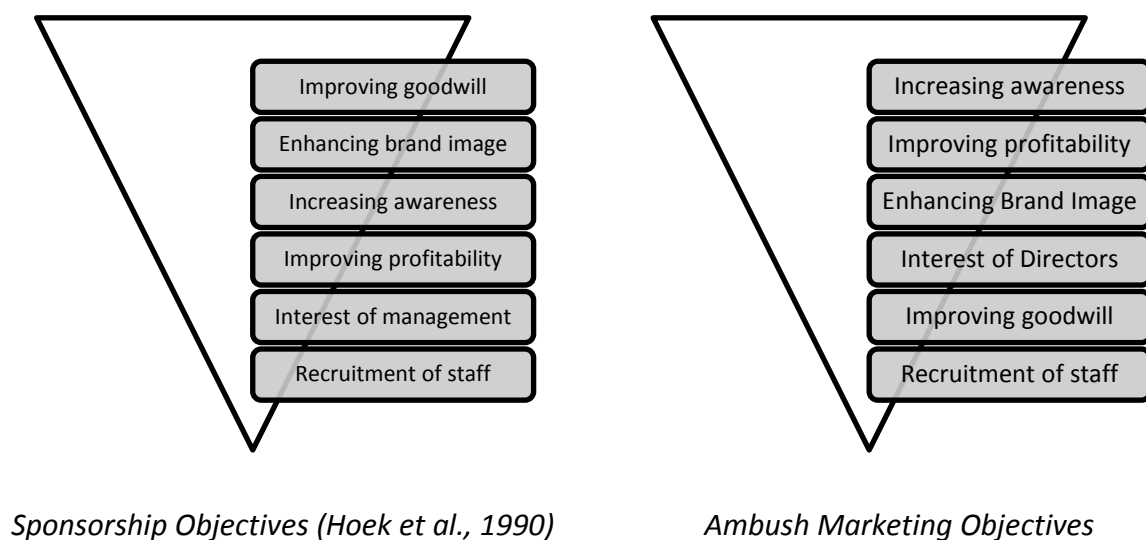


Figure 6.14: Comparison of Sponsorship and Ambush Marketing Objectives

The above comparison shows that where the intentions behind sponsorship are usually more inclined towards goodwill and improved public image for a brand, the intentions of ambushers are more directly related to popularity and immediate financial gains. To some extent this confirms the assertions of authors such as Crompton (2004b) who stated that ambush marketers do not consider the greater good. However as discussed in Section 2.11 the actions of ambushers to seek profitability can be justified through Kantian moral theory which states that the only motivation for a moral action is obligation and that people's actions are not only in accordance with obligation but they are for the sake of obligation (Arnold et al., 2010).

As stated above, the participants were also presented with three objectives commonly attributed to ambushers. These objectives are:

1. Acting as a sponsor

2. Weakening a competitor's sponsorship
3. Adding to marketing clutter

All participants in this study eliminated all three of these objectives that are related to a more competitive and parasitic view of ambush marketing. This further confirms the findings of Chadwick & Burton (2011) who indicated that ambush marketing, although originally conceived as a competitive tool by the rivals of brands sponsoring sporting events, has in recent years become a more benefit driven activity that is less for the sake of competition and more for the sake of participation.

This was further confirmed when participants were prompted to state additional objectives not found on the list. Multiple participants stated the following additional objectives:

- Participating in the event hype
- Extending the product line

The objective related to participation directly confirms the above statement by Chadwick & Burton (2011) while the objective of extending the product line which was reported by multiple participants is a confirmation of benefit driven activities also stated to be a part of the contemporary concept of ambush marketing. This is also in line with the pragmatic approach of decision makers discussed earlier. The interest of directors is also indicated in this stage as an important objective.

The figure below represents the prioritised objectives of ambush marketing as well as emergent objectives that were discovered in the course of this research. These objectives were not assessed in order of their priority and therefore are stated separately. Future research may incorporate these into the prioritised list.



Figure 6.15: Stage 2: Determining Ambush Marketing Objectives

6.5.3. STAGE THREE: DEVELOPING THE AMBUSH MARKETING STRATGEY

Development of the ambush strategy is the third stage of the ambush marketing process. The parent theme of ‘developing ambush marketing strategies’ emerged from the first section of the interview agenda (Appendix 2) based on the first interview question posed in Section 3.5.1. Once again it is an indication of the inductive nature of this study that emergent insight from the initial section of the interview agenda relates to the third stage of ambush marketing process.

Thematic analysis of this section of interview data identified six child themes related to the parent theme mentioned above. The detailed thematic map of the analysis is depicted in Figure 5.3. These child themes represent elements of the developmental stage of ambush marketing and can be divided into two types represented in the table below.

Perceptual Elements	Design Elements
<ol style="list-style-type: none"> <u>Ambush awareness</u> <ul style="list-style-type: none"> Intentional ambush Unintentional ambush Acceptance Denial <u>Attitude towards ambush marketing</u> <ul style="list-style-type: none"> Positive attitude Negative attitude <u>Contributing factors</u> <ul style="list-style-type: none"> High cost of sponsorship Emulating other brands Affordable alternative Opportunity Competition Target audience Event-brand congruence 	<ol style="list-style-type: none"> <u>Ambush nature</u> <ul style="list-style-type: none"> Non-competitive ambush Competitive ambush <u>Ambush types and tactics</u> <ul style="list-style-type: none"> Sponsoring event broadcast Temporary line extension Experiential marketing Avoiding copyright infringement Other observed tactics <u>Ambush duration</u> <ul style="list-style-type: none"> Short term ambush Long term ambush

Table 6.2: Elements of Developing Ambush Marketing Strategies

Hence the third stage of ambush marketing process is depicted in the figure below.

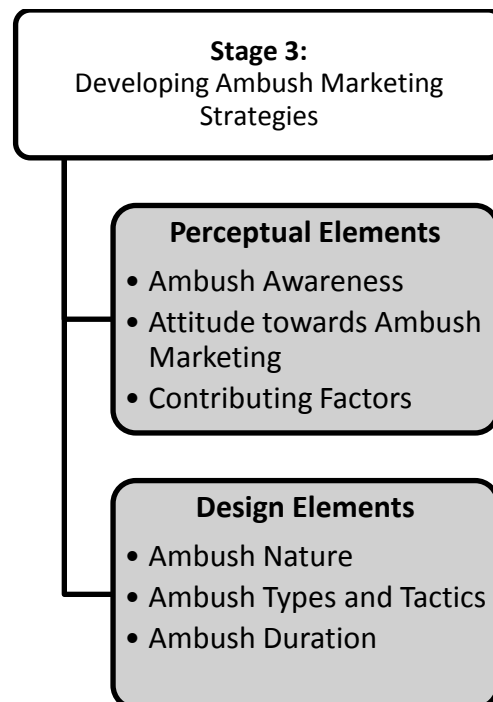


Figure 6.16: Stage 3: Developing Ambush Marketing Strategies

6.5.3.1. Perceptual Elements

The participants of this study all possessed a reasonable understanding of the concept of ambush marketing. This is depicted in their similar definitions of ambush given in Table 5.19 in the previous chapter. However not all participants agreed that they had intentionally implemented such campaigns. Participants AM01, AM03, AM06 and AM08 stated that they did not intend to ambush while participants AM02, AM04, AM05 and AM07 stated that it was intentional ambush. Furthermore participants AM01, AM03 and AM05 also denied the fact that their campaign qualified as ambush marketing. As it has already been established in section 6.2 that all participants were involved in ambush marketing by definition regardless of intent, this further denial is seen as an indication of a negative perception of ambush marketing among these three participants.

Just as the attitudes of respondents towards ambush marketing in the research of Lyberger & McCarthy (2001); Sandler & Shani (1989a); Seguin et al. (2005) and Portlock & Rose (2009) the attitudes of participants in this study were also divided. It was found that those participants who accepted that they had intentionally practiced ambush marketing were inclined to think positively about the practice. Participants AM02, AM04 and AM07 showed strong support for ambush marketing as a legitimate marketing communications activity. Whereas those participants who declared themselves unintentional ambushers or denied that the campaign in question was ambush marketing had a negative attitude towards the practice.

Lastly the following contributing factors have been identified and discussed by participants.

- *High cost of sponsorship:* The cost of sponsoring the event is beyond the ambusher's budget.
- *Emulating other brands:* Other brands in the market are involved in similar activities.
- *Affordable alternative:* Ambushing is not just cheaper than sponsorship but can be an affordable strategy in general.
- *Opportunity to increase sales:* Events create demand for products relevant to the sport.

- *Competition:* Ambushers may be competing with other ambushers instead of sponsors.
- *Event-brand congruence:* Pre-existing functional congruence may contribute to the decision to ambush (AM01). Ambushers can also create image congruence by incorporating themes related to the event or sport (remaining participants).

6.5.3.2. Design Elements

Chadwick & Burton (2011) stated that contemporary ambush marketing campaigns are driven by benefits other than competing with sponsoring rivals. Although the major brands whose early ambush attempts paved the way for proliferation of the practice continue to implement ambush marketing competitively, among the participants of this study most did not have a rival sponsoring the ambushed sport. Only participant AM02 who represented a major American fast food restaurant brand, had a competitor McDonald's acting as a sponsor of the ambushed event. Despite this AM02 stated that their campaign was not intended to weaken McDonald's sponsorship but to boost their own sales.

Crompton (2004b) updated the typology in Meenaghan (1994) with emergent trends at the time. Another contribution to typologies of ambush marketing came from Chadwick & Burton (2011) who categorised ambush practices based on their nature instead of the chosen tactics. This typology although informative is not relied upon in this research. Instead the earlier typology in Crompton (2004) is revisited since the objectives of this research are in line with exploring the practices and processes involved in ambush marketing rather than its ethical status. Among the participants of this study, one participant AM01 chose a traditional type of ambush 'sponsoring the event broadcast'. The remaining participants all independently developed an emergent strategy not previously observed.

In branding, line extension is when an existing brand expands its product range with new sizes, flavours, colours, benefits etc. This tactic has not previously been observed as a means to ambush a sporting event. All participants except AM01 introduced a new limited time line extension as the core of their ambush campaign. They all represent food and beverage brands that focused on Brazilian flavoured line extensions of their major products. They used traditional media such as TV (AM02, AM03) as well as internet and social media (remaining participants) to promote their

line extensions. One participant AM06 also made use of experiential marketing to promote its ambush line extension. This study therefore adds 'product line extension' to Crompton's (2004) typology.

Another design element is the duration for which the chosen ambush marketing campaign is implemented. One participant AM01 represents a brand that is in an on-going deal with a British TV channel to sponsor the broadcast of an event. The initial deal, which was for three years, elapsed in 2014. The company renewed the deal for another three years and is currently in the fifth year of the on-going ambush marketing strategy. Participant AM02 represents a fast food brand that first ambushed FIFA 2014 through a Brazilian flavoured line extension and again the 2016 Olympics, also held in Brazil, by re-launching the same line extension. The remaining participants represent brands that implemented a limited time line extension that only ran alongside the ambushed event and was discontinued soon after. Hence both short-term and long-term ambush marketing campaigns have been observed.

6.5.4. STAGE FOUR: TARGETING AMBUSH MARKETING AUDIENCE

The fourth stage in the ambush process is the accurate targeting of the desired audience. In sponsorship literature, target audience is the focus of limited research. However in ambush marketing it is completely unexplored. Although quantitative studies such as Portlock & Rose (2009) surveyed the audience of the ambushed sport, from the perspective of the ambushers it is not known who is the intended target audience. The main question that arises is whether the ambusher is targeting the audience of the sport or whether the intention is to introduce its existing customer base to the sport. The comparison with sponsorship research as well as the dearth of research on target audience in ambush marketing led to research question 4 in Section 3.5.4.

Although the previous stage of developing ambush strategy would involve selection of appropriate channels of communication which in turn dictates the audience, it has been observed in this research that targeting the ambush marketing audience is given consideration as a separate concern from the design of the ambush campaign. This targeting occurs not only through the selection of marketing communication channels but through the practice of ambush itself. Ambush marketing takes a brand out of its usual context and places it in the sphere of influence of a major sporting

event. The issue of congruence continues to play a major role in this area. Brands that are seen to have a logical fit with sports such as Nike can be misidentified as sponsors without sponsoring or ambushing. However incongruent brands such as the participants of this study do not enter the public consciousness surrounding an event without ambush marketing. As the major observed tactic of temporary line extension based on flavours from the host nation of the ambushed sport has seen to create congruence in terms of image, it is evident that the target audiences are considered to be people who are able to make the leap from the host country to the sporting event. In the absence of direct stimuli, this would only occur if the audiences are interested in the sport.

Thematic analysis of the section of interviews that dealt with the above mentioned question led to the identification of three interconnected themes within the data.

- Audience of the sport
- Consumers of ambusher's brand
- Ideal target audience of ambush marketing

The third was found to be a common subset of the first two. The participants of this research indicated that an ideal audience of their ambush marketing campaign would be someone who is an existing buyer of their regular product line as well as a fan of the ambushed sport. This is despite the fact that research has shown greater involvement in sport leads to correct identification of sponsors (Portlock & Rose, 2009; Seguin et al., 2005). Ambushers have indicated that they intend to appeal to neither the whole of the audience of the sport nor their own customer base in its entirety. Instead they wish to participate in celebrating the ambushed sport with those members of their existing customer base who are also the fans of the sport. This limited targeting is what makes ambush marketing not just cheaper than sponsorship but an affordable strategy in general even compared to usual comprehensive marketing communications. The fourth stage of ambush marketing process is depicted in the figure below.

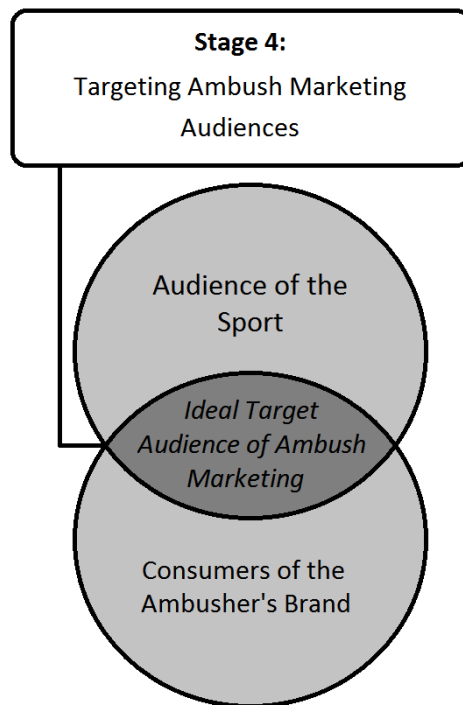


Figure 6.17: Stage 4: Targeting Ambush Marketing Audiences

6.5.5. STAGE FIVE: AMBUSH MARKETING EXPENDITURE

The theme of 'ambush marketing expenditure' discussed in Section 5.5.6 of the previous chapter emerged from analysis of data gathered in the section of the interview dealing with budgetary considerations in ambush marketing. Just like the previous stage, there is limited research on budgeting of sponsorship while there is no such enquiry into ambush marketing.

As stated earlier, ambush marketing not only is usually cheaper than sponsorship, it is an affordable strategy in general as the targeted audience is usually limited to fans of the ambushed sport within the ambusher's customer base. Spending on ambush campaigns is determined by the third and fourth stages of the ambush marketing process. The chosen nature, method and duration of the campaign in stage 3 and the intended target audience of the campaign in stage 4 determine the cost of the ambush.

In sponsorship research it is evident that the larger the spending is on sponsorship, the greater benefits are achieved (Cornwell & Maignan, 1998). This is usually facilitated by the structured options available to potential sports sponsors that usually take the form of three or more tiers such as official main partner/s, official sponsors, official suppliers and local partners etc. This helps potential sponsors decide how

much they wish to spend on sponsorship and determines what benefits they can expect.

On the other hand, there are no set options for ambushers and each ambush campaign is unique in terms of spending and associated activities involved. This means that ambushers have to make their own determination regarding how much or how little to spend on ambush marketing depending on their predetermined aims and objectives in the second stage of the ambush marketing process. The fifth stage in the ambush marketing process is depicted in the figure below.

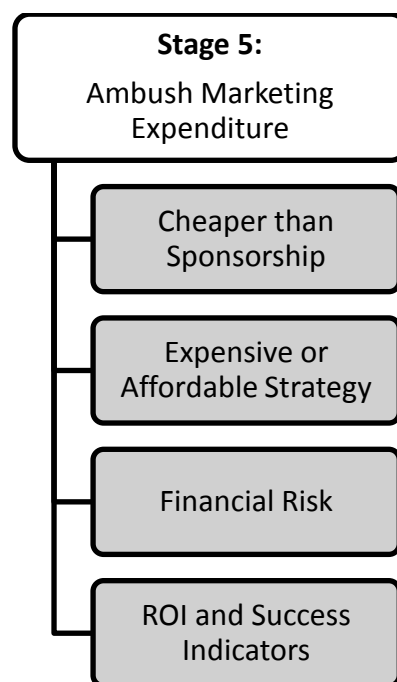


Figure 6.18: Stage 5: Ambush Marketing Expenditure

Despite the fact that some participants stated they were never interested in sponsorship and the fact that it was too expensive did not directly influence their decision to ambush, a necessary determinant when planning and implementing ambush campaign has to be the fact that actual sponsorship is too expensive for the ambusher. Significant evidence has also been gathered to support the idea that ambushers participating in this study sought out information regarding the prices of sponsorship options available for the ambushed sport before deciding to become ambushers. As discussed previously in Section 5.5.6.2 the costs of ambush campaigns studied were on average a fraction of the cost of becoming official sponsors of the event.

As for the ambush campaign itself, this study observed campaigns ranging from well over 6 million pounds (AM01) to under £100,000 (AM05, AM07 etc.). The expenditure on ambush marketing is determined by each ambusher based on their own size, the size and length of their campaign as well as their incremental revenue expectations or other success indicators. The use of internet and social media websites to promote their ambush further reduced the expenditure for a majority of participants thereby reducing financial risk.

A range of success indicators were considered by participants. This indicates the open ended nature of ambush marketing in contrast with sponsorship. While a number of participants reported a positive return on investment, others reported unique success indicators. AM01 stated that an increase in the number of bets they took on tennis was a success indicator of their ambush of a tennis tournament. AM02 described how positive feedback about their product on social media was considered. AM06 mentioned YouTube shares, likes and views of their viral ad as a success indicator while AM07 stated that the amount of merchandise claimed by buyers who purchased special packs of their ambush line extension was considered a success indicator.

6.5.6. STAGE SIX: AMBUSH MARKETING BENEFITS AND DRAWBACKS

In existing research on ambush marketing, the actual benefits to ambushers have never been identified or discussed. This is primarily due to the indirect nature of such research that has not involved actual ambushers. It is also due to the scope of extant research dealing with ambush marketing from the perspective of sponsors and event organisers.

The final stage of ambush marketing is the determination of benefits achieved through the campaign or its drawbacks. This stage was identified as the emergent theme of 'ambush marketing outcomes' which further contained sub-themes covering a number of benefits and drawbacks to the participants. The data in this section of the analysis was generated in the part of the interview concerning the outcomes of ambush marketing, a primary concern in this study as outlined in Section 3.5.3. As stated before, it is an identifying feature of this inductive study that a question asked earlier in the interview process ultimately pertains to the final stage of ambush marketing. The figure below depicts this final stage of the ambush marketing process.

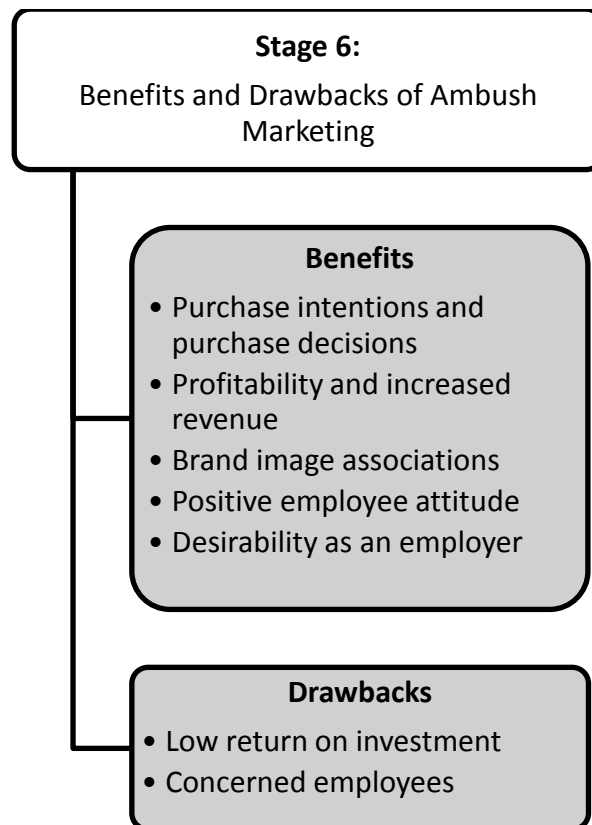


Figure 6.19: Stage 6: Benefits and Drawbacks of Ambush Marketing

6.5.6.1. Benefits

In consumer oriented research, the determination of purchase intention can be done through quantitative enquiry. However as this research dealt directly with ambushers, from their perspective purchase intentions and purchase decisions are both evident from the sales of products promoted through the ambush marketing campaigns. Participants reported significant rise in sales where appropriate and effective marketing communications were implemented.

This increase in sale of products leads to profitability where the cost of the ambush campaign can be recovered by the incremental revenue. In all cases participants reported incremental revenue ranging from 4% to 11% over the previous year. However financial gain is not always the direct outcome of marketing campaigns. Brand benefits such as increased recognition and image associations are also desirable. In the case of AM01 it was seen that the ambush resulted in increased association of their brand with tennis. In the case of AM04 the whole campaign was geared towards reinvigorating the brand image from that of a traditional brand of

pickles and relish to a more modern sports oriented brand that would appeal to a younger audience.

Furthermore, positive image in the job market and better employee attitude was also reported by some participants. These are benefits that were thought to be associated exclusively with sponsorship and not accessible through ambush marketing where no legitimate link to sports exists. However AM01 reported an increase in job applications coinciding with the ambush marketing campaign.

6.5.6.2. Drawbacks

Some participants reported an increase in dispute and conflict among employees as a result of the ambush marketing decision. Participants indicated that employees who questioned the nature and legitimacy of ambush marketing raised concerns over its implementation. Although this is a drawback as it affects the efficiency and job satisfaction of employees, some participants saw it as a more positive indication of the knowledge, intelligence and empowerment of their staff.

Lastly some of the ambush campaigns studied resulted in a low return on investment. It has been observed that the financial benefits gained from ambush marketing depend on the investment and the chosen campaign design elements covered in stage 3 of the ambush process. More elaborate ambush campaigns are seen to yield better financial outcomes. The choice of smaller and more localised campaigns indicates the ambusher's fear of prosecution or negative publicity. Most significantly, none of the ambush campaigns studied in this research resulted in any legal or other ramifications.

6.7. CONCLUSIONS

This chapter has reported and discussed the findings from the data collected and analysed throughout this research. The primary sources of data are the eight in-depth semi structured interviews while various forms of advertising materials from participating ambush marketers and regulatory documents released by sports organisers FIFA and IOC have acted as secondary sources. Although the advertising materials from participants aided in the thematic analysis in NVivo, it has not been included in this thesis to maintain anonymity of the participants who perceived a certain degree of risk due to their participation in this research. The code of ethics

practiced in this research was communicated to the participants in early stages of contact and again as they signed the consent form available in appendix 1. The secondary sources therefore acted as aides to the author in preparation for interviews and later as visual evidence of statements made by participants.

This chapter fulfils the seventh step in the case study research design implemented in this study which is explained in Table 4.3. This stage allows for hypotheses or generalisations to be reported from the iterative tabulation of evidence in the previous step. As stated in Table 3.2 in Section 3.4.4 the iterative tabulation is also a tool for sharpening construct validity while replication of findings across cases confirms, extends and sharpens theory while building internal validity.

Six key stages of the ambush marketing process have been identified. Evidence for these stages comes from the cross-case thematic analysis of interview data in the form of identified themes. The following conclusive chapter will attempt to present these findings as a conceptual framework while answering the six research questions and reintegrating findings into literature.

7. CONCLUSION

7.1. INTRODUCTION

Kotler et al. (2015) describe the marketing communications mix as a set of communication activities adopted by a brand in order to market itself and its products. The mix may include activities such as advertising, personal selling, sales promotions, direct marketing and sponsorship etc. Sponsorship however is not as simple as other elements of the mix. It represents its own unique set of integrated activities such as advertising, events, promotional giveaways and viral campaigns using the internet and social media. Just like all other elements of the marketing communications mix, as discussed in Chapter 2 there is abundant research on sponsorship, especially in sports, which lends itself to a comprehensive understanding of the benefits of becoming involved with sporting events in a sponsorship capacity.

Just as alternative practices exist for the other elements of the marketing communications mix, the alternative practice to sponsoring sports is to ambush them. Ambush marketing, just like sponsorship is a complex integrated activity which may include within itself various other elements of the marketing communications mix. The choice of these elements allows ambush marketing to appear similar to sponsorship. This similarly, along with the use of related themes lends itself to the misidentification of ambushers as sponsors or brands otherwise involved with a sporting event.

However unlike sponsorship and other marketing communications, there is little known about the practice of ambush marketing. As discussed before this is due to the lack of direct studies that investigate ambush marketing within its own context and regardless of its ethical and legal dimensions. This study aimed to fill this gap by looking at ambush marketing as a potential activity that can be integrated into the marketing communications mix of a brand.

7.2. A REFINED CONCEPTUAL FRAMEWORK FOR AMBUSH MARKETING IN SPORTS

As depicted in Figure 2.2, research on sponsorship is in an advanced state lending itself to a detailed conceptual framework. It incorporates operational elements, outcomes and benefits as well as legal and ethical considerations and counter-strategies. A systematic literature review of ambush marketing allowed for the research on ambush marketing to be mapped similarly in Figure 2.5. Later a comparison of the aforementioned figures highlighted the comparative dearth of knowledge about ambush marketing represented visually in Figure 2.7. A gap in research on the operational aspects of ambush marketing as well as the outcomes of ambush marketing was subsequently identified.

In Section 3.5 this research gap which was again visually identified in Figure 3.5 was utilised to develop six detailed research questions. These questions are as follows:

1. What is the contemporary concept of ambush marketing?
2. What are the objectives of ambush marketers?
3. What are the key outcomes of ambush marketing?
4. Who are the intended target audiences of ambush marketing?
5. What is the role of organisational structure in ambush marketing decisions?
6. What are the budgetary considerations for ambush marketing strategies?

A parallel consideration was the selection of an appropriate research methodology. An inductive research design was implemented with a single case study strategy with multiple embedded units of analysis. As previous research had not accessed ambushers directly, this study aimed to obtain primary data through direct contact with actual ambushers. The six research questions were expanded with the use of the 5Ws method of questioning to develop an interview agenda.

Later thematic analysis of the interviews as well as secondary data allowed for the identification of common themes in all cases of ambush which represented common stages in the ambush marketing process. These stages represent a conceptual framework of the process of ambush marketing which fills the identified gap in research.

7.2.1. NARRATIVE SUMMARY

Event organisers and sponsors have historically sought ways to discourage ambush marketing and even prosecute ambushers. In a prominent case Australian airline Qantas successfully defended itself against an ambush marketing lawsuit from the organisers of the 2000 Sydney Olympics (Barrett, 2000). In recent sporting events organisers have adopted a different approach, allowing certain forms of ambush marketing to take place. FIFA included detailed instructions in its 2014 Brazil World Cup Guidelines publication for ambushers on which forms of ambush marketing are acceptable and which would be in breach of its rights. All but one of the ambushers interviewed in this study ambushed the 2014 FIFA World Cup. Their campaigns were all found to conform to FIFA's guidelines regardless of them having viewed the document. Ambush marketing nevertheless carries a certain amount of perceived risk for those who practice it. Therefore the decision to ambush sports always originates from pragmatic leadership or empowered individuals who hold senior positions in the organisational structure of the ambushing company. Decisions to ambush are communicated downwards by leaders. There is significant evidence that knowledgeable employees question the decision to ambush. However as ambush marketing is not the same as copyright infringement and is allowed by sports organisers, the decision to ambush is usually defended successfully through minimal research.

A thorough determination of the objectives of implementing ambush marketing is evident from Section 5.5.2 of the data analysis. This supports the idea of parallels between the practices of sponsorship and ambush marketing beyond surface similarities. Ambushers who participated in this study identified many sponsorship objectives as the objectives of their ambush campaigns while adding certain emergent objectives not previously associated with ambush marketing. The comparison in Figure 6.3 indicates that where sponsors are more concerned with goodwill and brand image, ambushers place profitability and awareness higher among their objectives. Another important insight gained while investigating this stage in the ambush process was the absence of certain objectives that have historically been associated with ambush marketing. When asked to refute any objectives from the list provided, all participants eliminated the following objectives as depicted in Table 5.18.

1. Acting as a sponsor
2. Weakening a competitor's sponsorship
3. Adding to marketing clutter

This elimination supports the findings of recent authors such as Chadwick & Burton (2011) and this study that modern ambush marketing is no longer competitive but participative.

Selection and design of appropriate ambush marketing strategies is the next stage of the ambush marketing process. During this stage choices are made regarding the design and nature of the ambush campaign while certain perceptual elements are also determined. The awareness and acceptance of ambush marketing is one such element. Table 5.8 shows that the participants were evenly divided into those who stated their ambush was intentional and those who claimed it had been unintentional. Although significant evidence exists to challenge the claims of the latter, it is more relevant to this research to conclude that at this stage ambushers decide whether to admit or deny intentional ambush marketing.

Factors that contribute to ambush marketing are also considered perceptual elements of the design. This is because some such factors directly determine the choice of tactics and communication channels. The incredibly high cost of actual sponsorship and the need to emulate or compete with other brands contribute to ambush marketing. Additionally the availability of opportunities and capabilities as well as some image congruence and the existence of appropriate common audience also contribute to ambush marketing.

In designing ambush campaigns most modern ambushers are non-competitive. As stated earlier, this means that they are not in direct competition with sponsors of the sport. This fact is also depicted in the terminology associated to ambush marketing. Whereas in the past ambush marketing was described as *'ambusher ambushing a sponsor at a sport'* it is now described as *'ambusher ambushing a sport'*.

In selecting the type of ambush, some modern ambushers have been observed to implement existing types as identified by Meenaghan (1994) and Crompton (2004b) while others have developed emergent tactics. One such tactic identified in this research is 'ambush line extension'. This involves the manufacture and marketing of

temporary extensions to the ambusher's product line which incorporates thematic similarities to the ambushed event. Seven out of eight participants implemented this emergent type of ambush marketing. Lastly in determining duration of their ambush campaigns, most ambushers choose to parallel the ambushed sport, ending their campaigns and discontinuing the line extension soon after the event.

In the fourth stage of the ambush marketing process, ambushers carefully select the target audience of their campaigns. Historically it has been assumed that ambushers target the fans of the ambushed sport. However the participants in this study indicate that this is not precisely the case. Ambushers focus on a subset of their existing audience that is interested in the sport. In other words, people who are both the consumers of the ambusher's brand and the fans of the ambushed sport. As this is a smaller target audience than the whole of the brand's target market, it contributes to the cost effectiveness of ambush marketing campaigns.

The determination of target audience leads to the expenditure stage of ambush marketing process. Sports organisers offer structured sponsorship options usually in three or four tiers with varying level of access and benefits. Depending on how much a company wants to spend and what benefits it wants to gain, it chooses the appropriate tier. Further spending comes in the form of the campaign budget which is separate from the sponsorship fee. By comparison ambushers only have to spend the campaign budget as they do not seek sponsorship licenses. Although this study found that the majority of ambushers spent very little towards their campaign by focusing on owned media such as company website and social media accounts, a minority spent considerably large amounts of money. In one particular exceptional case at AM01's company where the type of ambush involved sponsoring the broadcast, the cost of ambushing was a sixth of the cost of actually sponsoring the same event. At this stage ambushers usually select success indicators based on the determination of objectives and the choice of communication channels.

The final stage in the ambush marketing process is the determination or measurement of outcomes following the campaign. Extant ambush marketing literature contained assumptions regarding the perceived benefits of ambushing mostly from the perspective of the damage it does to sponsorship. The assumption has been that there is a finite amount of benefits to be gained from an event and that

in capturing a share of such benefits ambushers take away from sponsors. However the sponsorship industry is growing steadily as depicted in Figure 2.1, at the same time as ambush marketing is becoming more acceptable. The benefits to ambushers originate from their target audience. As the finding of this study is that the modern ambusher's target audience is a contingent of sports fans embedded within its existing target market and that ambush campaigns are even more cost effective than regular marketing communications, these benefits are proportionately limited.

Ambushers participating in this study reported benefits such as rise in purchase intentions and purchase decisions, increase in revenue leading to greater profitability, positive image associations for the brand through image transfer between it and the ambushed sport as well as human resources oriented benefits such as positive attitude among employees leading to better teamwork and culture as well as an increased desirability in the job market as employers.

Some drawbacks reported by participants were a proportionately low rate of return on certain ambush campaigns that were too small in size as well as prolonged concern among employees about the change in ethics and strategic direction of the organisation.

7.2.2. DIAGRAMMATIC FRAMEWORK

The following diagram represents the ambush marketing process narrated above. The six individual and distinct stages of the process can be incorporated into three phases namely the initiation phase, the planning phase and the implementation phase.

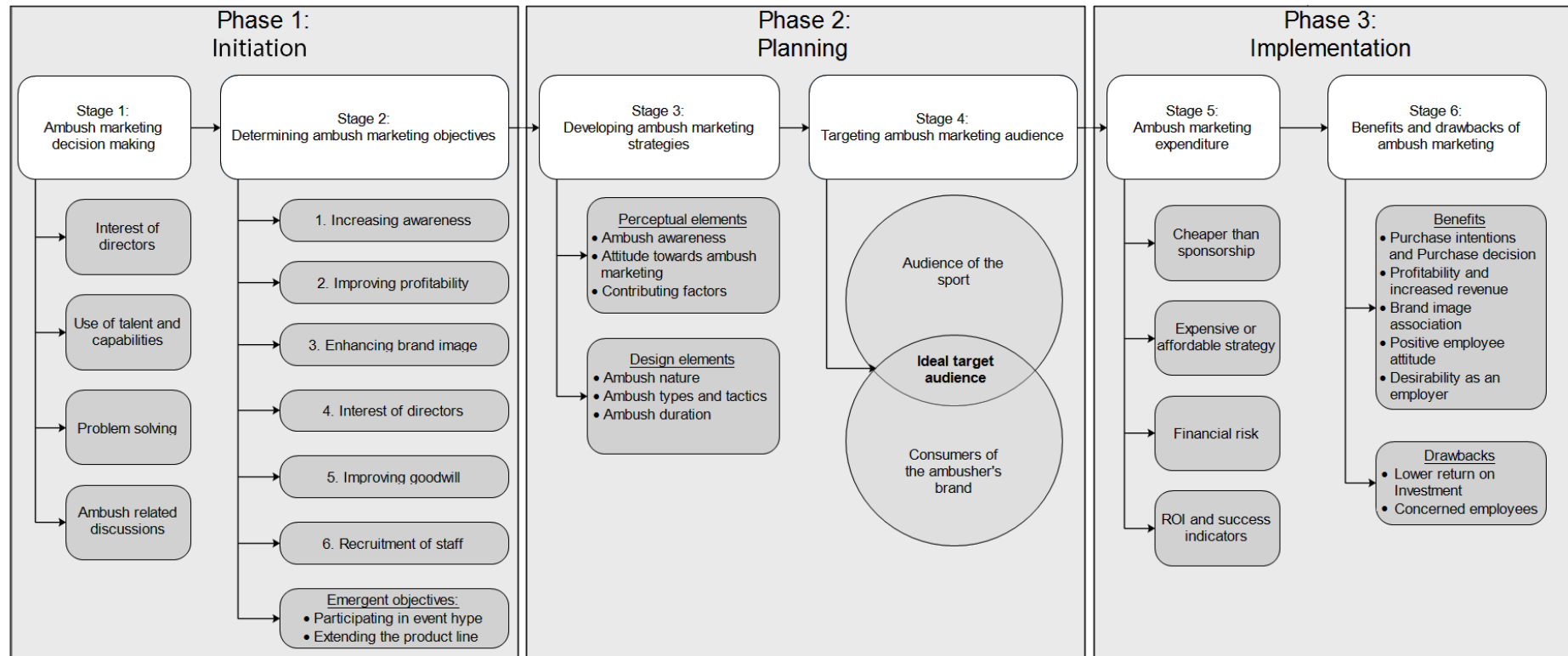


Figure 7.20: Diagrammatic Framework of the Ambush Marketing Process

7.3. ANSWERING THE RESEARCH QUESTIONS

The eighth stage of the research design applied in this study as shown in Table 4.3 deals with enfolding literature. This stage involves reintegrating findings into existing literature to discuss contributions, recommending future research and applicability of findings. The current chapter deals with this stage while here the findings are reintegrated into existing literature by answering the research questions posed in Section 3.5.

7.3.1. THE CONTEMPORARY CONCEPT OF AMBUSH MARKETING

In Section 3.5.1 the earlier identified research gap was utilised to develop the following research question:

Research Question 1:

“What is the contemporary concept of ambush marketing?”

This is in light of the conflicting definitions of ambush marketing discussed in the literature review as well as recommendations of authors such as Portlock & Rose (2009) who stated that a review is required of the way ambush marketing is defined as the modern consumer’s understanding of marketing associated with sports is more sophisticated.

As stated earlier, ambush marketing has undergone a fundamental shift both in terms of the reasons for which it is implemented and the objectives which it achieves. Another way of looking at this is that ambush marketing has changed hands from brands that aimed to utilise it in order to challenge, weaken or simply annoy their competitors sponsoring sports to brands that aim to participate in the hype generated by the event. With none of the participants of this study having a direct rival among the sponsors of the sport and a majority of them dismissing competitiveness or rivalry as a potential objective, this study strongly supports the idea that modern ambush marketing is a benefit oriented, non-competitive marketing activity.

Furthermore the exact nature of ambush marketing within the marketing mix has not been established in literature with most authors simply referring to it as an ‘activity’. As discussed earlier in this chapter, corporate sponsorship is a distinct element of

the marketing mix as it appears in literature. Authors such as Kotler et al. (2015) have described sponsorship not as a single marketing communications activity but a more complex and integrated activity that can contain a number of other elements of the marketing mix within itself. Logically, these elements are all themed after the sponsored sport and take advantage of the access granted by the sport's organiser through the use of trademarks, terms and logos as well as advertising spaces in and around sports venues. Sponsors exploit their sponsorships to its fullest extent by incorporating as many individual activities as they can afford.

A similar concept of ambush marketing has been observed in the way the participants of this study implemented it. A majority of the participants used multiple elements of the marketing mix. As depicted in Table 5.17 these activities included advertising on television, internet and print media, in-store advertisements and promotional giveaways, merchandising, experiential marketing, celebrity endorsements, lucky draws and various other activities. It is therefore clear that like sponsorship, ambush marketing is also a complex and integrated activity which within itself can contain multiple marketing communications activities. This study proposes the following comprehensive and contemporary definition of ambush marketing.

Ambush marketing is a set of related marketing communications activities implemented parallel to and incorporating thematic similarities to an organised event. Its purpose is to participate in the hype while gaining commercial as well as brand image benefits.

As for the typology of ambush marketing, the one developed by Meenaghan (1994) and expanded by Crompton (2004b) can be further expanded by the addition of line extension as an emergent type of ambush. Since Burton & Chadwick's (2011) typology does little to inform practitioners about methods of ambushing, this study has not contributed to that form of categorisation.

7.3.2. THE OBJECTIVES OF AMBUSH MARKETERS

The objectives of ambush marketers have not been a subject of direct study. In literature the only indication of objectives of ambushers is found in the way certain authors have defined it. Authors such as Crompton (2004b) emphasised the predatory concept of ambush marketing by relating its objectives to weakening parallel sponsorship campaigns. On the other hand the objectives of sponsors have been discussed in depth through studies that gathered data directly from actual sponsors.

Based on this gap in the understanding of an important aspect of ambush marketing, Section 3.5.2 posed the following research question.

Research Question 2:

“What are the objectives of ambush marketers and are they similar to sponsors?”

Although this question has been reasonably answered in Section 6.5.2 of the previous chapter, some discussion of the differences between the objectives of ambushers and sponsors as well as the eliminated and emergent objectives is useful.

The comparison in Figure 6.3 shows the difference in the priorities of ambushers and sponsors with regards to their objectives. The most important insight here is that despite the fact that ambushers ranked their objectives differently, they mostly agreed that the list adequately represented their objectives. The emergent objectives they added are in line with their unique strategies. This confirms the assertion that ambushers have the same objectives as sponsors.

Another aspect of the primary research in this section was the addition of some predatory objectives that earlier mentioned authors associate to ambushing. These objectives, acting as a sponsor, weakening a competitor's sponsorship, and adding to marketing clutter were categorically denied by all participants independently. This not only supports the findings above but also the definition proposed in the previous section.

Finally the emergent objectives of 'participating in the event hype' and 'extending the product line' contribute to the contemporary definition above and the extended

typology of ambush marketing with 'product line extension' being an emergent type not observed in previous research.

7.3.3. THE OUTCOMES OF AMBUSH MARKETING

As stated in Section 3.5.3 the discussion of outcomes of ambush marketing for the ambushers is completely absent from research. Instead the focus has been to measure the impact ambush marketing has on the outcomes of sponsorship. Therefore Section 3.5.3 asked the following research question.

Research Question 3:

“What are the key outcomes of ambush marketing for the ambusher?”

Research seems to assume that a sporting event brings a finite amount of benefits which are distributed among sponsors by sport organisers in proportion of the tier of sponsorship they purchase. This leads to the incorrect assumption that if ambushers are earning those benefits, they are leaching those benefits from the event thereby leaving less for actual sponsors to gain.

This study found that the benefits both in terms of image and revenue that can be gained from marketing parallel to a sporting event depend on how well the ambush campaign is designed and therefore lower return on sponsorship investment is similarly more likely to be the result of inadequate sponsorship activation by the sponsor. The benefits gained by ambushers do not come out of the sponsor's share and are instead created by the ambusher's own campaign.

Another assumption in previous research is that audiences misidentify ambushers as sponsors. This too can be explained by poor sponsorship campaigning. Where an ambusher can gain recognition as a sponsor through effective ambushing, a sponsor has every opportunity to also be correctly recognised as a sponsor of the same sport through campaigns where it exercises the right to explicitly state its official status of sponsor and use the sport's official logos. In other words, the assumption that there is a finite amount of recognition available is also incorrect. This study did not find any theoretical framework governing the recognition of sponsorship that would explain how ambush marketers can replace sponsors in the audience's memory. Research into brand recall and recognition discussed in Section 2.9 found that both ambushers and sponsors can gain recognition at the same time depending on the effectiveness

of their campaigns. The misidentification of ambushers in such research came after actual sponsors had already been correctly identified (Anthony Carrillat et al., 2014; Dickson et al., 2014; Portlock & Rose, 2009).

The outcomes of ambush marketing have been found to be both positive and negative among the participants of this study. These benefits and drawbacks are represented in Figure 6.8 as well as the diagrammatic framework of the ambush marketing process in Figure 7.1.

7.3.4. TARGET AUDIENCES OF AMBUSH MARKETING

Section 3.5.4 discussed the earlier established gap in the knowledge of which segment of a sport's audience do ambush marketers target. With research pointing to the fact that more loyal and involved fans of a sport generally know who the real sponsor is, it is important to know whether ambushers target such loyal fans of other less involved audiences.

Research Question 4:

"Who are the intended target audiences of ambush marketing?"

Participants in this study clearly indicated their intentions in choosing the target audiences of their ambush campaigns. This targeting determines the choice of their communication channels and the very nature of their campaigns and product offering. Section 5.5.4.3 contains the analysis of the participants' responses regarding their ideal target audience. Figure 6.6 is a visual representation of who the participants targeted.

According to the findings of this study, ambushers do not target the whole of the audience of a sporting event. Furthermore they do not even target the whole of their own existing customer base. Instead their campaigns are usually aimed at the common subset of people who are both their existing customers and fans of the ambushed sport. In this way, ambush marketing builds on existing relationships with customers by becoming more involved in sports that they like. As stated in Section 6.5.4 this limited target audience also makes ambush marketing cheaper than most regular marketing communications activities.

7.3.5. ORGANISATIONAL STRUCTURE AND AMBUSH MARKETING

Prior to this study it was not known where in the organisational structure of ambushing brands the intentions and the decisions to ambush specific sports originate. Certain authors such as Dalakas et al. (2004); Emmett (2010); Meenaghan (1996) suggested that ambush marketing can exist without the knowledge of a brand's leadership through third parties such as ad agencies.

Research Question 5:

“What is the role of organisational structure in ambush marketing decisions?”

This study found that the leadership within each participant's company was directly responsible for implementing the ambush marketing campaign. As seen in Table 5.47 all participants named CEOs and directors as responsible for the idea to ambush. This study found that ambush marketing decisions usually flow downwards through a firm's organisational structure. Concerns of employees are sometimes dealt with through research into the legal and ethical status of ambush marketing. Furthermore decision to ambush sports is a pragmatic approach towards the external environment of a firm. Leaders usually make snap decisions to quickly take advantage of current events.

7.3.6. BUDGETARY CONSIDERATIONS FOR AMBUSH MARKETING

Lastly limited research into the budgeting and expenditure on ambush marketing was identified as a research gap through comparison with sponsorship research in Figure 2.7. This led to the sixth research question.

Research Question 6:

“What are the budgetary considerations for ambush marketing strategies?”

This study was able to access limited financial information on the participating ambushers primarily due to the time constraints. However the interview agenda focused on this question in detail allowing a number of key insights to be developed.

In addition to the identification of the fifth stage in the ambush marketing process depicted in Figure 7.1, the analysis of interview data found that ambush marketing campaigns studied were indeed much cheaper than the costs of sponsoring the targeted events. However within this criterion, the studied campaigns greatly varied

in their costs. It was observed that each brand implemented a unique mix of marketing communications activities depending on its size, budget and willingness to take risk. The financial risk was perceived due to a mix of reasons including the stigma attached to ambush marketing.

An overreliance on owned media to communicate the ambush marketing campaign was observed among some participants. This not only reduced the cost of their campaigns but was also perceived to reduce the risk of ambush marketing stated above.

7.4. RESEARCH CONTRIBUTION

This study has found that contemporary ambush marketing practices follow an identical path in all participant organisations. Three phases of initiation, planning and implementation have been identified with each further divided into two distinct stages. These six stages take into consideration a number of key factors previously unattributed to ambush marketing in literature. The initiation phase consists of decision making and goal setting or determination of objectives. The decision to ambush has been found to typically originate from the organisation's own leadership or upper management and not by third parties without their knowledge. In terms of goal setting, a comparison to sponsorship literature highlighted the tendency of ambushers to prioritise profitability and brand awareness. This is in contrast to sponsors who are more concerned with creating goodwill and enhancing their brand image.

In the planning phase a number of key emergent insights were generated including a new type of ambush marketing "ambush line extension" the practice of launching limited time line extensions themed after and coinciding with a major sport. The role of event-brand congruence was also examined resulting in the Event-Ambusher Congruence Matrix depicted in Figure 7.2. The intended target audience of ambush marketing was found to be a subset of the ambusher's existing customers who are interested in the sport. This finding contradicts the idea that ambushers aim to distract the audiences of the sport. Although this may have been the case in the past, modern ambushers state that their intention is to bring the sport to their existing customers.

A number of benefits have been associated with ambush marketing. The most important insight here is that despite the fact that ambush is cheaper than sponsorship and has a small target audience; the return on ambush marketing investment is still directly proportional to the amount of investment and the size of the individual campaign. Bigger ambush campaigns that incorporate multiple marketing communications activities lead to greater benefits. Additionally there is still sufficient evidence of drawbacks of ambush marketing suggesting a level of risk still exists in becoming an ambusher. This risk combined with limited benefits proportional to the investment should be weighed against the benefits of straightforward marketing communication before a brand decides to become an ambusher. It is likely that simple unrelated marketing during an event could generate similar return on investment while being less of a risk.

7.5. FULFILLING RESEARCH OBJECTIVES

Table 1.1 detailed the eight objectives of this study. The following table revisits those objectives and discusses how and when they were achieved.

No	Objective	Achieved (Y/N)	Method
1	To critically analyse extant research on ambush marketing in sports and outcomes of corporate sponsorship	Y	Chapter 2 Literature Review
2	To assess the current conceptual framework of ambush marketing in order to identify weaknesses in existing knowledge	Y	Chapter 2 Literature Review, Section 2.12
3	To propose a valuable definition for ambush marketing in sports	Y	Chapter 7 Conclusion, Section 7.3.1
4	To select and discuss contemporary cases of ambush marketing in order to evaluate their scope and benefits to ambushers	Y	Chapter 5 Data Collection and Analysis, Section 5.5.3
5	To identify contributing and mediating factors that affect the outcome of ambush marketing	Y	Chapter 5 Data Collection and Analysis, Section 5.5.1
6	To discuss the motivations or objectives of ambushers and the intended as well as actual benefits of ambush practices	Y	Chapter 5 Data Collection and Analysis, Section 5.5.2
7	To develop a benchmarking tool for ambush marketing in sports in order to enhance ambusher knowledge and guide ambush practice	Y	Chapter 6 Discussion of Findings Chapter 7 Conclusion, Section 7.2.2
8	To contribute to future research by identifying emergent research possibilities	Y	Chapter 7 Conclusion, Section 7.8

Table 7.1: Fulfilling Research Objectives

7.6. AMBUSH MARKETING AND ROLE OF NEW MEDIA

The advent of the internet and social media has vastly changed the landscape of marketing communications. Increasingly targeting specific individuals and groups based on their attributes is leading to cost effective and precise marketing campaigns. Data mining has allowed for personalised advertising and better understanding of customer needs and buying behaviour.

Ambush marketing started in the early 1980s, a time when the internet was still in its infancy and traditional means of marketing communications were in their golden age. During the early years of ambush marketing these traditional means such as television and billboards were utilized heavily to communicate ambush campaigns. Another medium of communicating ambush marketing is the clothing worn by athletes which has not undergone any considerable change other than stricter regulations on the use of branding.

With the advent and proliferation of internet and especially social media, the biggest benefit to ambushers has been the cost effectiveness of using these as communication channels. A majority of the participants in this study relied heavily and some relied solely on various owned online media to communicate their ambush messages.

AM01

AM01 is a betting company that relies completely on its website and apps on all major platforms to interact with its customers. Among the participants of this study AM01 is the only such brand. However interestingly, the ambush campaign was centred around the sponsorship of the targeted event's broadcast on a British television channel. This made AM01's campaign, the most expensive ambush in this study. Furthermore it is in line with the increasing trend of web based businesses using television to promote themselves.

AM02

AM02 is a fast food brand that introduced a temporary Brazilian flavoured line extension. Along with the use of television, billboards and in-store advertising, the homepage of the company's UK website was used to promote these products and the banner took visitors to a page dedicated to the ambush products which further

strengthened the connection to Brazil through the use of attractive imagery and descriptions. Lastly the company's various social media accounts were also used to promote the product especially YouTube where an extended version of the television commercial was released. Participant AM01 also stated that social media feedback was a success indicator for the campaign.

AM03

AM03 is a major brand of instant noodles that used a similar strategy to AM02 whereby the product, a temporary line extension featuring Brazilian flavours, was promoted on television as well as the internet, the company's homepage and social media accounts.

AM04

AM04 is a traditional British brand of relish and pickles. Their campaign did not include a commercial on television or print media. Instead they only relied on their company website where they posted recipes that made use of their limited edition ambush line extension products.

AM05

AM05 is a food products brand of steamed rice and other microwave ready meals. Their campaign involved an endorsement from a celebrity chef who also helped to create recipe blog posts on their company website and videos posted on YouTube and shared on their social media accounts. This campaign also focused on a limited time Brazilian flavoured product.

AM06

In their ambush marketing campaign, AM06 a brand of bottled water promoted their Brazilian flavoured drink through experiential marketing. They organised a surprise dance event at a public place. Footage from this undercover marketing effort was then used to create an advert that was communicated through internet advertising, YouTube and embedded in other social media accounts.

AM07

AM07, a brand of snack food combined their usual promotional technique of rewarding buyers of multiple packs with merchandise along with a temporary Brazilian flavoured line extension. They relied solely on social media to promote the

product and the giveaway and the company website for customers to claim merchandise using unique promotional codes found on the special packs.

AM08

Finally participant AM08 of another snack food brand stated that their campaign was extremely cost effective to limit the financial risk. They only promoted the product on their own website and benefitted to some extent from several food bloggers posting independent reviews.

The following table shows the use of various communication channels by the participants in their ambush campaigns.

Participant	Old Media			New Media		
	TV/Radio	Print Media	Billboards	Internet Advertising	Owned Media	Social Media
AM01	✓	✓			✓	✓
AM02	✓		✓		✓	✓
AM03	✓			✓	✓	✓
AM04					✓	
AM05					✓	✓
AM06				✓	✓	✓
AM07					✓	✓
AM08					✓	✓

Table 7.2: Use of Old and New Media

It is clear from Table 7.1 above that modern ambushers are increasingly utilising the internet and social media for their campaigns. This is due to the inherent nature of the ambush practice that calls for efforts to be as innovative and cost effective as possible.

This discussion is informed by the collection and analysis of videos, images and screenshots of webpages which constitute the third set of data in this research after interviews and documentation. These images cannot be added to this thesis as they directly disclose the identities of participant brands which is a violation of the ethical code and the confidentiality agreement between the author and the participants. QSR NVivo was used to analyse this data and it also added to the overall thematic analysis.

7.7. REVIEWING VALIDITY AND RELIABILITY MEASURES

Individual elements of the design of this case study research have contributed to four design tests discussed in detail in Section 3.4.4. These design tests, construct validity, internal validity, external validity and reliability are commonplace in social science research. They have provided checks and balances throughout to assess the quality of this case study.

7.7.1. CONSTRUCT VALIDITY

The following excerpt from Table 3.2 outlines the procedures adopted in this study that contribute to construct validity.

Test	Case Study Specific Tactic	Research Phase
Construct validity	Use of multiple sources of evidence	Data collection
	Establishing chain of evidence	Data collection
	Having key informants review drafts	Composition

Table 7.3: Construct Validity

Section 5.5 has dealt with the collection and analysis of primary data in the form of eight in-depth semi-structured interviews with ambush marketing practitioners. Furthermore Section 5.2.3 describes three key documents that form a part of secondary evidence collected for the purposes of this research. Finally the previous Section 7.4 demonstrates the third source of data i.e. advertising materials in various forms such as pictures, posters, banners, webpages, videos and television commercials. The use of these multiple sources of evidence has ensured construct validity according to Yin (2014).

The establishment of chain of evidence is abundantly clear in the design and execution of this study. The review of literature was a thorough and in-depth process that is demonstrated through the addition of a bibliography. The methodology was later developed after careful scrutiny of multiple reliable sources and was adhered to carefully and closely throughout the study ensuring construct validity.

Lastly during the primary data collection phase, interviews were recorded using the Phillips Voice Tracer model DVT2500 and were quickly transcribed using Express Scribe Pro. The finished reports were then emailed back to each respective

participant for approval. Section 5.2.2 deals with the interview and approval process in detail while Appendix 4 is an email correspondence between the author and AM05 in which the participant gave her approval of the interview transcript. The table below shows the transcript approval dates for all participants.

Code Name	Interview Date	Transcript Submission Date	Transcript Approval Date
AM01	12/08/2016	22/08/2016	23/08/2016
AM02	31/08/2016	09/09/2016	11/09/2016
AM03	10/09/2016	18/09/2016	19/09/2016
AM04	13/09/2016	20/09/2016	23/09/2016
AM05	21/09/2016	25/09/2016	26/09/2016
AM06	29/09/2016	05/10/2016	07/10/2016
AM07	07/10/2016	16/10/2016	16/10/2016
AM08	12/10/2016	20/10/2016	22/10/2016

Table 7.4: Transcript Approval Dates

All participants approved the transcripts without any objections or corrections. This measure also ensured construct validity in line with Yin (2014).

7.7.2. INTERNAL VALIDITY

The following excerpt from Table 3.2 outlines the procedures adopted in this study that contribute to internal validity.

Test	Case Study Specific Tactic	Research Phase
Internal validity	Thematic analysis of data	Data analysis

Table 7.5: Internal Validity

Section 5.4 describes in detail the process of thematic analysis applied in this research. The use of this analysis technique also serves to ensure internal validity. According to Thornhill et al. (2008) Internal validity seeks to ensure that a study is measuring what it is intended to measure. Here Yin's (2014) tests are replaced with the parallel recommendation of Glaser et al. (1968) who suggested constant comparison as a way to ensure internal validity. Since this is a single case study design, within-case analysis was rejected in favour of cross-case analysis as discussed in Section 5.4.5. This element of the thematic analysis in particular ensured internal validity.

7.7.3. EXTERNAL VALIDITY

The following excerpt from Table 3.2 outlines the procedures adopted in this study that contribute to internal validity.

Tests	Case Study Specific Tactic	Research Phase
External validity	Use existing theory and replication logic	Research design

Table 7.6: External Validity

In Section 2.12 the research gap was established by comparing extant research on sponsorship and ambush marketing. Throughout the research design, pre-established theoretical positions in corporate sponsorship literature were considered as a starting point for the determination of similar aspects of ambush marketing. Replication of findings across several data sources as well as multiple participants further cemented the findings initially based on theoretical propositions considered. Since Yin (2014) defines external validity as whether the findings of a research are generalizable beyond the immediate study regardless of the research method used, the above mentioned aspects of this study added external validity.

7.7.4. RELIABILITY

The following excerpt from Table 3.2 outlines the procedures adopted in this study that ensure reliability.

Tests	Case Study Specific Tactic	Research Phase
Reliability	Use case study protocol	Data collection
	Building case study database	Data collection

Table 7.7: Reliability

According to Yin (2014) reliability in a research is the assurance that should the research be replicated at a later time with the same procedures by a different researcher, the findings will be the same as that of the earlier study. The case study protocol was developed in Section 4.9 based on the template developed by Brereton et al. (2008) which itself was based on the recommendations of Yin (2014) from an earlier edition and Eisenhardt (1989). Throughout Chapters 5, 6 and 7 this case study protocol was adhered to precisely and sufficient evidence was added to demonstrate the transition between all steps of the protocol.

Further reliability was added by collection and storage of primary and secondary data as well as the confidential information regarding the identities of participants in secure password protected folders and in print under lock and key. These can also be provided as evidence should the need to demonstrate reliability arise in the future.

7.8. RESEARCH LIMITATIONS

Three main limitations of time, access and geography were experienced over the course of this study. Furthermore the context limitation of ambush marketing targeted particularly at sports was also applied.

7.8.1. TIME LIMITATIONS

This study has been conducted within the timeframe of a standard fulltime UK PhD programme. Generally a 36 to 48 month long endeavour with possibility of extension based on approval from the Research Degrees Committee. Within the timeframe of such research it is often more appropriate to conduct cross-sectional rather than longitudinal studies. This case study was therefore a cross-sectional look at the conceptual framework of ambush marketing in sports as it currently exists. However sufficient past research exists that allowed for a clear understanding of the changes in the nature and applicability of ambush marketing. The findings that ambush marketing has gone from being competitive to non-competitive and that traditional media have been replaced with new media as communication channels for ambushers are some examples of how literature review has been utilised as a tool for longitudinal understanding of the concept where the primary data is only gathered in a cross-sectional manner.

7.8.2. ACCESS LIMITATIONS

As stated earlier in Section 5.2.1, for the purpose of primary data collection a list of 38 potential candidates was compiled. These candidates were chosen based on the following criteria.

- Senior marketing managers, directors, brand leads or CEOs
- Representing a UK company or a the UK division of a multinational company
- Having practised ambush marketing between 2 to 4 years ago

Out of the 38 contacted, 13 agreed to be interviewed. Ultimately 8 participants were interviewed within the timeframe of the data collection of this research. This number represents the low end of the spectrum of the recommended number of interviews in a case study based qualitative research. However it is still within the recommended range.

Furthermore this study relied on theoretical sampling as the sampling technique as recommended by Glaser et al. (1968). This sampling relies on the replication and redundancy of similar responses that indicate saturation of data which means that nothing new can be learned from further interviews. Repetition of similar responses and saturation of data was perceived after the seventh interview. All eight interviews were completed nonetheless to collect the maximum amount of data in the time available.

7.8.3. GEOGRAPHICAL LIMITATIONS

This research is not an international or comparative study. The data gathering was done only in the United Kingdom. It is therefore assumed that the findings are also applicable only in the United Kingdom. However since copyright and trademark law is similar in many countries and the secondary data is gathered from sporting events in Brazil and elsewhere in Europe, it is likely that the scope of this research could extend to these countries. This is however a recommendation for further research.

7.8.4. SPORTS INDUSTRY LIMITATIONS

Very limited scope has been observed for ambush marketing with regards to industries other than sports. This is due to the fact that sports sponsorship is the largest single form of sponsorship. However it is also of note that parallel marketing to event that are not controlled by organising bodies such as national holidays and religious occasions is heavily prevalent. It is only because of the way ambush marketing is defined, as a *set of related marketing communications activities implemented parallel to and incorporating thematic similarities to an 'organised event'*, that such practices do not count as ambush marketing since such occasions are not owned by an organiser or subject of copyright. Therefore this study also focused solely on the application of ambush marketing in sports.

7.9. SUGGESTIONS FOR FUTURE RESEARCH

This research has created a considerable amount of knowledge previously absent from ambush marketing literature. There is scope for both quantitative and qualitative research into the impact of various factors identified in the ambush marketing process on other related outcomes.

7.9.1. COMPARISON IN THE FUTURE AND WITH OTHER COUNTRIES

As stated earlier, this study is only applicable in the United Kingdom at the time of research due to the data gathering. However this creates scope for future research to implement similar methodology in a different location as well as after a significant amount of time has passed. This will either confirm the applicability of these findings longitudinally and in other locations or highlight the differences in the way ambush marketing is practiced elsewhere as well as in the future.

7.9.2. AMBUSH MARKETING AND HUMAN RESOURCE MANAGEMENT

A number of key findings point to the impact of implementing ambush marketing on the ambusher's employees. There is anecdotal evidence that suggests ambush marketing can cause conflict and concern among employees. There is also contradictory evidence that ambush marketing can improve employee morale and sense of belonging while making the organisation more attractive in the job market.

This type of research is abundantly present in sponsorship literature. Therefore the findings of this study suggest there is scope for research on the impact of ambush marketing on employee attitude and corporate citizenship behaviour. Studies such as Hickman et al. (2005); Kuo & Shao (2009) and Khan et al. (2013) can be replicated for ambushers instead of sponsors.

7.9.3. IMPACT OF EVENT BRAND CONGRUENCE

This study has begun to gather evidence that more congruent ambushers gain more benefits than incongruent ones. In this study, functional as well as image congruence was present between the ambusher AM01 and the ambushed sport. Image congruence was enhanced by incorporating colours and themes of the sport into the company's marketing communications while functional congruence existed as the company offered betting on the outcomes of the ambushed sport. In this example, the ambush was most effective. The remaining participants were food and beverage

brands who attempted to create image congruence by similar means but had no functional links to sports. Although most stated their ambush was profitable, their benefits were limited to commercial benefits rather than image related benefits.

This study indicates that congruence has a positive impact on outcomes. The following matrix relates the various outcomes to congruent and incongruent ambushers as well as unrelated brands involved in their usual marketing communications coinciding with an event.

	Ambusher	Non-Ambusher
Congruent	<ul style="list-style-type: none"> • Brand Benefits • Commercial Benefits • Marketing Clutter 	<ul style="list-style-type: none"> • Brand Benefits • Marketing Clutter
Incongruent	<ul style="list-style-type: none"> • Commercial Benefits • Marketing Clutter 	<ul style="list-style-type: none"> • Marketing Clutter

Figure 7.21: Event-Ambusher Congruence Matrix

Future research can test these hypotheses using quantitative methods to confirm or dispute these initial findings.

7.9.4. EFFECTIVENESS OF TARGETING

Section 6.5.4 in the previous chapter discussed the analysis in Chapter 5 indicating a target audience embedded within the overall target audience of the ambusher's brand that also belongs to the audience of the ambushed event. Ambushers interviewed in this study described such audiences as ideal targets of their ambush campaigns.

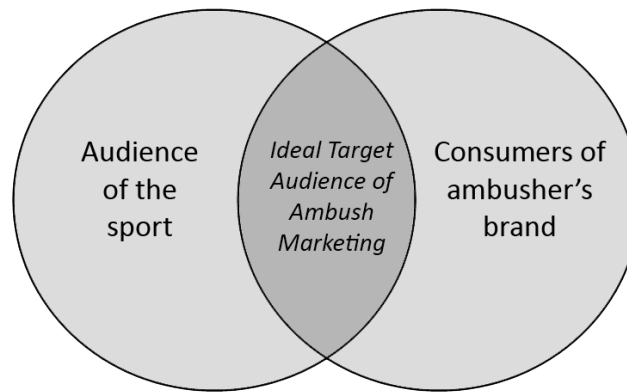


Figure 7.22: Ambush Marketing Target Audience

Portlock & Rose (2009) developed a framework for “event connected brand recognition” in order to test consumer’s brand recall of the 2006 FIFA world cup sponsors and ambushers. Future research can combine this framework with the above findings to further investigate the impact of various levels of involvement with the sport on brand recognition among the specified target audiences i.e. existing users of ambusher’s brand. This will further enhance such research with relevant sample selection and more defined outcomes.

7.9.5. IMPACT OF COST ON BENEFITS OF AMBUSH MARKETING

As depicted in Figure 7.1 the third phase of the ambush marketing process deals with the stages of ambush marketing expenditure and the outcomes of ambushing. Sufficient evidence has been gathered and analysed in this study pointing to the correlation between the cost and elaboration of ambush marketing campaigns and their outcomes for the ambushers. Where a costly ambush marketing strategy for AM01, AM02 and others resulted in high return on investment and other image benefits, lower investments in cases such as AM06, AM07 and particularly AM08 resulted in limited to no benefits. This correlation can be further investigated in future research.

7.9.6. APPLICABILITY OF SUCCESS INDICATORS

Lastly the various success indicators ranging from social media feedback, sales revenue and enhanced brand image associations to absence of outright hostility and legal consequences, mentioned by the participants of this study are worthy of further exploratory investigation in order to better understand the applicability of such measures in determining success and failure criteria for ambush marketing campaigns.

7.10. CONCLUDING REMARKS

In the modern times, ambush marketing has existed in one form or another for over 30 years. During this time researchers focused on consumer oriented research or secondary research in investigating the concept. By avoiding direct investigation of the phenomenon and not contacting actual practitioners of ambush marketing, the concept has been stigmatised further and has remained shrouded in mystery. By stark contrast, in practice ambush marketing has proliferated and widespread use has allowed it to evolve into a practice that is quite different from what it used to be at the time of its initial identification.

This study has found that modern ambush practices bear little resemblance to the way authors initially defined it. Cases such as Kodak vs. Fuji and VISA vs. American Express were the basis of the original understanding of ambush marketing. Those instances stemmed from intense rivalry among large multinational competitors that could afford to use corporate sponsorship as a competitive tool. In such cases ambush marketing was implemented as retaliation by the other party. This manner of ambushing continued to be the norm until the end of the 20th century. In modern times it has become somewhat of a time honoured tradition among early practitioners such as Nike who still use it to respond to Adidas' continued sponsorship of the Olympic Games.

Most modern instances of ambush marketing, where a previously uninvolved brand decides to implement it in some form, are geared more towards short-term profitability through participation in current trends. This participation may be prevalent throughout a brand's marketing communications without qualifying as ambush where such trends are seasonal or inspired by factors other than organised sport. Once such brands set their sights on trends related to organised sports they qualify as ambush marketing.

This contemporary understanding has not only informed the practitioners but also sports organisers. The latter have increasingly become more accepting, coming to terms with the existence of ambush marketing in the grey area outside their control where they cannot restrict such practices. Instead organisers have adopted ways of regulating ambush marketing by adding helpful guidance and instructions in their literature. Both FIFA in 2014 and the IOC in 2016 published public guidelines for use

of their official marks in which they added examples of “Do’s and Don’ts” for potential ambushers to be able to lawfully participate in the event hype. It is likely that sports organisers have even come to see such practices in a positive light as a form of free publicity.

Where a significant investment is made and an elaborate enough ambush campaign is implemented, the benefits can be similar to sponsorship. However just like sponsorship, ambush marketing should not be considered as a replacement for a marketing strategy but as a part of a balanced and sensible marketing mix that incorporates various other suitable elements, promotes the desired brand image and leads to profitability while preserving a brand’s moral and ethical values as well as the greater good.

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APPENDICES

APPENDIX 1: Consent for Participation in Interview Research AM05

AM05

Consent for Participation in Interview Research

I volunteer to participate in a research project conducted by Mr Mohammad Waqar Abbasi from the University of Bedfordshire. I understand that the project is designed to gather information about marketing promotions carried out by my employer. I will be one of approximately 8 people being interviewed for this research.

1. My participation in this project is voluntary. I understand that I will not be paid for my participation. I may withdraw and discontinue participation at any time without penalty. If I decline to participate or withdraw from the study, no one in my organisation will be informed.
2. I understand that most interviewees in will find the discussion interesting and thought-provoking. If, however, I feel uncomfortable in any way during the interview session, I have the right to decline to answer any question or to end the interview.
3. Participation involves being interviewed by Mr Mohammad Waqar Abbasi. The interview will last approximately 30 minutes. Notes will be written during the interview. An audio recording will be made using a digital recorder. If I don't want to be recorded, I will not be able to participate in the study.
4. I understand that the researcher will not identify me by name in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure. Subsequent uses of records and data will be subject to standard data use policies which protect the anonymity of individuals and organisations.
5. Individuals from my organisation will neither be present at the interview nor have access to raw notes or transcripts. This precaution will prevent my individual comments from having any negative repercussions.
6. I understand that this research study has been reviewed and approved by the Business and Management Research Institute Ethics Committee. The committee can be reached at rgsoffice@beds.ac.uk
7. I have read and understand the explanation provided to me. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.
8. I have been given a copy of this consent form.

My Signature		Date	21/09/2016
My Name		Researcher's Signature	

For further information, please contact:

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APPENDIX 2: Final Interview Agenda AM05

Mohammad Waqar Abbasi

UOB - BMRI - CAM

AM05

Final Interview Agenda

Date	21/09/2016	Location	[REDACTED], Essex
Start Time	1000	End Time	1038

Agenda Items

1. Collection of interviewee's data
2. Briefing about the research
3. Description of interview format
4. Description of research ethics
5. Interview

1. Collection of Interviewee's data

Name	[REDACTED]	Occupation	Marketing director
Top Qualification	M.Sc	Time with Company	4 years
Company Name	[REDACTED]	Department	Marketing

2. Briefing about the research

This study examines the marketing communication strategies of UK-based businesses in particular the practice of "ambush marketing" in relation to major sporting events such as the Olympics, cricket and football world cups and premier league tournaments and international tennis tournaments such as Wimbledon, US open, French open etc. It involves exploring and discussing how your company identified this branding opportunity, how the timing of the event was selected and whether ambush marketing lead to benefits such as transfer of brand image and increase in purchase intention as well as internal benefits if any.

3. Description of Interview Format

The interview consists of six main topics of discussion and I will ask several questions for each one. The interview will be recorded with a Philips Voice Tracer model DVT2500. The recording will be transcribed and you will be requested to verify the transcript before it can be used in the analysis. Overall this will take no longer than an hour of your time.

4. Description of Research Ethics

In accordance with the University of Bedfordshire research ethics guidelines, our interview will be completely confidential. Your identity and that of your company will remain confidential and will not be associated with your responses. The interview is voluntary. You will not receive any incentive for your participation. The interview will be recorded with your permission.

5. Interview

Topic 1: What is the contemporary concept of ambush marketing?
<ul style="list-style-type: none"> Was this marketing measure implemented as a strategy or an adhoc marketing communications activity? Was the measure in response to a similar measure implemented by a competitor? What alternatives if any were considered before the implementation of this measure? Why was this measure preferred to any alternatives? Why was it preferred to your usual marketing practices?
Topic 2: What are the objectives of ambush marketers?
<ul style="list-style-type: none"> Please arrange the following objectives in order of relevance or preference with regards to this marketing measure <ol style="list-style-type: none"> Improving goodwill Interest of directors/senior staff Recruitment and retention of employees Improving profitability Increasing awareness Enhancing brand image What other objectives can you think of in implementing this marketing measure?
Topic 3: What are the key outcomes of ambush marketing?
<ul style="list-style-type: none"> What impact has this marketing measure had on your brand image? What has been the impact on the purchase intentions of your potential customers? What have your employees thought of implementing this measure? What other outcomes have you observed from the implementation of this marketing measure?
Topic 4: Who are the intended target audiences of ambush marketing?
<ul style="list-style-type: none"> In implementing this measure, did you intend to attract audiences of the targeted sport? If so, did you intend to target loyal fans of the sport or casual viewers? In implementing this measure, did you intend to bring the event to the attention of your existing audience?
Topic 5: What is the role of organisational structure in ambush marketing decisions?
<ul style="list-style-type: none"> Where in your organisation did the decision to implement this marketing measure originate? Who if anyone was opposed to this measure? If there was any opposition, what was their argument? When was the idea proposed? Was a team or taskforce formed to implement this measure? Who oversaw the implementation of this measure?
Topic 6: What are the budgetary considerations for ambush marketing strategies?
<ul style="list-style-type: none"> Was this measure covered in the usual marketing budget or was it given specific budgetary consideration? Was the cost of implementing this measure considered high, low or comparable to your usual advertising spend? Was a target ROI set to measure the success of this measure? If so was it achieved, if not what other performance indicators/ success measurements were used?

APPENDIX 3: Transcript AM05

INTERVIEW TRANSCRIPT AM05

Interviewer	MWA (Mohammad Waqar Abbasi)
Interviewee	AM05
Location	Conference room at AM05's offices
Date	21/09/2016
Start Time	10:00
End Time	10:38

MWA

Good morning. Thank you for participating in my research. As we discussed, there are six topics of discussion. We will explore each topic with a set of questions. The whole interview should take under an hour.

AM05

Great, we have this conference room for an hour then we'll have to move if the interview isn't complete.

Q.1. Contemporary Concept of Ambush Marketing

MWA

So the promotion I'm here to discuss was it an advert, a marketing strategy or a part of a strategy or was it a promotion of some kind?

AM05

Our brand specialises in [REDACTED] pouches in many different exciting flavours from around the world. This was a limited edition pouch inspired by Brazilian flavours. It was rolled out for just six months from June 2014 to November 2014. We teamed up with a renowned chef [REDACTED] to create the flavour as well as contribute to marketing which we mostly kept on our own websites. It was part of our marketing strategy for the second half of 2014.

MWA

Why did you choose to focus on Brazil? Is it famous for [REDACTED]?

AM05

The reason we did that, and I guess the reason why you're here today, was the 2014 FIFA cup. Brazil was the host of FIFA in 2014 which meant that a lot of brands were rolling out limited edition products with a Brazilian twist. In order to keep up with that trend, we decided to launch our own contribution to that.

MWA

Are you familiar with ambush marketing?

AM05

Sure.

MWA

Can you describe what you know about ambush marketing?

AM05

It's when a brand markets itself in a way that would suggest it was involved with a sport in a sponsorship capacity.

MWA

In order to?

AM05

In order to gain sponsorship benefits I suppose. But I think it would depend on every brand and their objectives. You'd be surprised how varied objectives can be behind every unique strategy.

MWA

Do you consider the release of your limited edition product ambush marketing aimed at FIFA 2014?

AM05

I think there's a case to be made of why it is ambush marketing but I wouldn't say we were trying to pass off as sponsors.

MWA

But as you pointed out, trying to pass off as sponsor is one objective and ambush marketing can be for many reasons.

AM05

That's why I said there's a case to be made for why it can be considered ambush marketing.

MWA

Do you consider it ambush marketing?

AM05

If you modify the definition of ambush marketing to reflect our objectives then I would agree that it is ambush marketing. But when it is defined in terms of the negative or cunning objectives then our strategy simply doesn't fit the definition.

MWA

That's very interesting. We will discuss your objectives in a few minutes. Was this a competitive strategy in any way? I mean was one of your competitors sponsoring the world cup or doing a similar promotion?

AM05

Our brand faces fierce competition in the [REDACTED] sectors. But this strategy was not a response to anything any of our competitors were doing. There were other items like crisps, sauces and drinks coming out in Brazilian flavours. In our sector, we were the only ones who decided to launch a Brazilian flavour.

MWA

Did you consider any alternatives to rolling out this limited edition? Were there other options to choose from?

AM05

No we decided quite specifically to work on this. With the direct interest of our director, we partnered with Chef [REDACTED] and strategically placed ourselves in a position to have the product ready for launch in summer of 2014 when the Brazil fever was at its peak. This wasn't a case of "here are 5 new flavours, which one should we launch?"

Chef [REDACTED] tested with a traditional blend of spices they use in Brazil and it took several months to get it right. Since we started all the way back in December 2013, we were able to roll it out just at the right time.

MWA

Why did you prefer to do this over your usual marketing mix?

AM05

Well our marketing mix is always evolving as we try to keep up with trends as well as competitors. This as I said was by the interest of our director and the idea was welcomed by everyone involved.

Q.2. Objectives of Ambush Marketers

MWA

Let's move on to the second topic now and discuss your objectives in more detail. I know you started talking about this earlier. I have a list of ten objectives here associated with sponsorship and ambush marketing strategies. First I would like you to strike off all which were not your objectives. And talk a little bit about why they weren't.

AM05

I think recruitment and retention of staff is quite irrelevant. Our HR uses various websites and agencies to advertise jobs. None of that has anything to do with us launching new flavours. Except perhaps that being profitable leads to growth and then we can create more jobs. I guess this would be an outcome of commercial success.

Acting as a sponsor is also not our intention. As I said earlier, that is something that is associated with ambushers and it is not true in our case.

Also weakening a competitor's sponsorship was not an objective. As I said, we didn't have a competitor among FIFA sponsors.

Adding to marketing clutter was also not our intention. I can see how that can be a consequence of everyone focusing on some aspect of the sport. It certainly contributed to the hype. But I would say that's a positive thing even for the sport and its sponsors. It's free publicity for them. The rest I think are relevant.

MWA

Okay, now please arrange the remaining objectives in order of how important they were to the campaign. Also please comment a little bit on each.

AM05

Interest of directors is the top one. As I said, this was idea that came from our director himself. Then increasing awareness for our brand is second. As I said we have fierce competition, doing different things gives us a competitive advantage. Improving profitability is third. Product line extension is the fourth. We like to bring on new flavours when we can. Then enhancing brand image is fifth. Since this is not new in terms of what it is, it's still a [REDACTED]. That isn't novel enough to enhance our brand image too much. And improving goodwill is sixth. I take it that goodwill here refers to the intangible asset of goodwill that is added to a brand's cash value. If you mean goodwill with another entity or audience then it would be irrelevant because this is not a sponsorship.

MWA

Are there any other objectives that perhaps you had in mind but are not on this list?

AM05

No this is a pretty well rounded list. Apart from the ones that I struck off, they are good representations of our actual objectives.

Q.3. Key Outcomes of Ambush Marketing

MWA

Great, let's move on to the actual outcomes of your promotion. What impact has this promotion had on your brand image?

AM05

As I said, the image of our brand in general is heavily influenced by the products we offer. We are known to our audiences for our [REDACTED] and to our Asian audiences for our [REDACTED] which they buy in [REDACTED]. This is just a new flavour of our existing product. So there wasn't really a change in our brand image.

Then the flavour itself is a hot and spicy flavour. Although we haven't released any South American flavours before, we do have a number of existing spicy flavours from Asia like [REDACTED] etc. So this really didn't represent any change in direction for us. Also we didn't massively promote it so the impact was even less.

MWA

How did you promote it?

AM05

For this promotion, as I said, we teamed up [REDACTED]. He was the face of this campaign and even on the packaging. He made some recipe videos with us that we uploaded to our YouTube channel and shared on our various blogs. There were various other blog posts on our own website and we shared all the links on Facebook. That was really it for this promotion. We didn't have a TV advert, just a fifteen second animation that we also shared on YouTube. That year we did have TV advertising and we invested in that but it was for our [REDACTED]. This was a very cost effective campaign. Working with [REDACTED] as a recipe consultant and celebrity endorser was all we did.

MWA

And what was the impact on purchase intentions and purchase decisions of your potential customers?

AM05

Again, since we showed no incremental revenue as a result of this, it is hard to say it had any effect on buying. We just wanted to keep up with the trends and offer something similar to what people were seeing in the supermarkets.

MWA

Now, you explained how you know what ambush marketing is and that this counts as ambush if it were defined in a way as to reflect your motives which are less invasive. You have also indicated that the decision to do this promotion came from your director. Was there or were there discussions about ambush marketing and were any of your employees concerned about doing something that could be ambush marketing?

AM05

This wasn't something we just did, without considering all aspects of it. We do extensive research before creating our marketing strategies. Part of that research that came after our director suggested this was to look in depth at ambush marketing and the laws and regulations about it. We looked at literature and found that there was a lot of research on it. We sifted through that and news and all other sources we have to do our research and didn't find a single instance where a brand broke any laws without mentioning the sport by name.

In a report that our research team wrote it was clearly indicated that doing this promotion the way it has been suggested will not violate any trademarks or laws. It was only then that the promotion went ahead.

So whether anyone was concerned or not? Off course we were concerned, which is why we took the time to properly research the issue and give recommendations.

MWA

And no one was ultimately opposed to it?

AM05

No.

Q.4. Intended Target Audiences of Ambush Marketers

MWA

Let's talk about your target audience for this campaign. It is often suggested in research that ambushers try to confuse the audiences of sponsors. In launching this promotion, did you intend to attract the audiences of FIFA 2014?

MA05

Our target audience is defined in terms of their age, location and lifestyles. We don't usually target the audience based on their interests in particular sports. In India our brand is involved in product placement in various TV programmes. There they are interested in the audience of those shows. But that's not for [REDACTED]. That's for big packs of [REDACTED]. Indians living in India would never buy small portions of [REDACTED].

In the UK we are not really served by those types of campaigns and frankly we can't afford them. Our [REDACTED] is targeted at young working professionals who don't have the time and more importantly the skill to cook [REDACTED] properly from scratch. That is our target audience. This promotion was for them too with the hope that they will relate our nod to Brazil with the football activity and all the other hype and perhaps that will help us retain them through the season.

MWA

Did you mention the championship in any of your promotional materials or did you just limit yourself to Brazilian food?

AM05

One of our news stories on our website mentioned it. I think it was a piece written by [REDACTED] about how he came up with the flavour and what inspired him. He talked about how every four years there is football fever and that for him the excitement wasn't football related but a chance to explore the cuisine of Brazil. So that was the only time there was any mention of football and we avoided mentioning the championship by name.

MWA

If you weren't using the name, why didn't you focus on football more heavily than that? Doing more wouldn't be illegal either.

AM05

You're right. Doing more of that sort of thing would still be completely legal but then we would be diverting from our own brand image. We don't really have a product that we can associate with football or sports. Between our band and football, there is nothing in common. But between our brand and Brazil, we have food. So that was a more reasonable connection.

MWA

So you focused on the similarity you already have rather than creating similarity in a more direct way.

AM05

We didn't want to do that sort of ambush. If we lose touch with our existing audience who may not be into football and we fail to attract football lovers who don't eat [REDACTED], then nobody buys our product.

MWA

Then would you say that you intended to bring the championship to the attention of your existing audience?

AM05

Yes that is more appropriate way of putting it I think. We wanted our audiences to know that we are keeping up with the trends. We have kept up with flavour trends in the past and we think that is the key to our continued success. People become bored with brands that don't innovate like that and eventually they move on to more

exciting competitors. We wanted to keep our audiences engaged and let them know we are noticing the football just like they are.

We didn't want to take away anybody's customers. We gain nothing from confusing the football fans or making them believe we are sponsoring football. I am not even convinced that that is achievable through ambushing the way we did.

Q.5. Role of Organisational Structure in Ambush Marketing Decisions

MWA

Okay, let's now focus on your organisational structure a little and discuss various key roles in implementing this promotion. You've already mentioned this but just to recap, where in your organisation did the decision to promote this product originate?

AM05

Yes, as I said, our director suggested this in December 2013. He correctly predicted that a lot of brands will be focusing on Brazil and that we should also do something to contribute to the trend.

It's actually interesting that we haven't seen the same thing repeated in subsequent sports. There have been a few major sports since then. I could just be ignorant.

MWA

You also mentioned that people were concerned about it being ambush marketing. Was this someone in particular in a position of influence?

AM05

Okay, so the person most concerned really was me to be honest. But then it's my job to be. Fortunately we have some really exceptional people working in our team. They really did a great job researching ambush marketing. I found their report educational. So anyways, in the end we were given enough evidence to show how doing ambush is not always illegal and that it was okay to focus on Brazilian food. There was I think a list of all terminologies we could not use because they were trademarked by FIFA and Brazil. Actually FIFA being one of them but fortunately no country can actually trademark its own name.

MWA

What was your argument against it in the beginning?

AM05

Not really an argument, just concern. I wasn't sure if it would be legal that's all. In the past we have thought of launching promotions for Valentine's Day and Christmas but we always decided against them in the end. This was another similar idea but this time an international sport body like FIFA was involved. They are always stirring up legal trouble in all sorts of ways. There was a good chance they would catch people out.

Oh yes and another issue was that the 2012 Olympic had taken place the previous year and I remembered how strictly they policed that event. I remember reading how they brought charges against hundreds of big and small businesses.

All that was floating around in my head and I thought if this lands us in that kind of trouble then I would certainly lose my job and probably my reputation. So I just got my people working as hard as possible to check and double check regulations and make sure it was safe to do it.

MWA

I would ask when the idea was proposed but you said December 2013?

AM05

That's right.

MWA

And sorry when was it launched?

AM05

From June 2014 till December.

MWA

Was that ample time to launch the finished product and the marketing strategy?

AM05

The product took three months and then like I said we didn't market it too heavily so yes that was enough time.

MWA

And certainly it was a strategic measure and not just a snap decision.

AM05

A lot of planning and research went into it. I think people who do things overnight are the ones who ultimately get in trouble. A well thought out, planned strategy is the best way to do ambush marketing.

MWA

Was a taskforce or team formed to work on this promotion? Also who was in charge of it?

AM05

No we never really form taskforces here. It was a companywide effort from manufacturing to sales and distribution and everyone in between. I was in charge of marketing it.

Q.6. Budgetary Considerations for Ambush Marketing Strategies

MWA

Finally let's talk about your budget for this campaign. Was this promotion covered by your usual marketing budget or was it given funding separately?

AM05

Our marketing budget is under 10% of the gross revenue. That is spent on all sorts of activities throughout the year. We buy ad spaces in house and usually create our own advertising material. In the UK that's mostly just billboards and other static outlets. This campaign had a celebrity endorsement attached to it. The celebrity was dealt with through his management firm. They had their own fee which they charged him not us. That was really the only thing that required funding. As I said before the entire marketing strategy was to keep it confined to owned media so we are not buying any ad space.

That was the only expense and since he isn't the biggest chef in the UK it wasn't really a lot. Just a few thousand pounds really. We got it covered from our marketing budget.

MWA

Was the cost of this promotion considered higher, lower or comparable to your other usual campaigns?

AM05

There's cost of marketing it and then there is cost of manufacture. Since this is a whole new product, those costs were significant. Over all it was still I would say lower than others because of how little we spent on marketing.

MWA

Did you have a target return on marketing investment? If so was it achieved?

AM05

Since we spent so little promoting it, we didn't really have to show any kind of results specifically for this. We do monitor our overall ROI but that covers all of our marketing. We didn't calculate for this separately. It wasn't an issue.

MWA

Did you have any other key performance indicators or success measurements?

AM05

Not for this campaign specifically. We do monitor a number of KPIs as part of our job here. We didn't focus on any for this campaign specifically. Overall 2013 was a good year. This was one of the things that contributed to that.

MWA

Okay that brings us to the end of our interview. I'd like to thank you for your participation.

AM05

No problem. It was interesting. Have a safe drive back to Luton.

APPENDIX 4: Transcript Approval Email



Mohammad Abbasi <mohammad.abbasi@study.beds.ac.uk>

Transcript for Approval

2 messages

Mohammad Abbasi <mohammad.abbasi@study.beds.ac.uk>

25 September 2016 at
09:07

To: [REDACTED]

Dear [REDACTED],

Thanks again for your contribution to my research. I have made a transcript of our conversation. Could you kindly have a look through it and confirm that it accurately represents our conversation. Please let me know if you agree to allow me to use this in my analysis.

Best Regards,
Mohammad Waqar Abbasi
HND, BA Hons, MSc.
PhD Research at Business & Management Research Institute (BMRI)
Centre for Advances in Marketing (CAM)

Contact No. 07903222107



Transcript AM05.docx

31K

[REDACTED] <[REDACTED]>
To: mohammad.abbasi@study.beds.ac.uk

26 September 2016 at 16:13

Dear Waqar,
I have read your transcript and it is quite accurate. I have no issues with you using this in your research. Best of Luck!
My best,

[REDACTED]
[Quoted text hidden]

APPENDIX 5: Colour Coded Transcript

Expensive or Affordable Strategy

Improving Goodwill

Participating in Event Hype

Adding to Marketing Clutter

Increasing Awareness

Acting as a Sponsor

Concerned Employees

Use of Talent and Capabilities

Decision to Ambush by Directors or Senior Managers

Notable Quotes

Emulating other brands

Low ROI

Ambush Marketing ROI

Brand Image Associations

Non-competitive Ambush Strategy

Interest of Directors

Event-Brand Congruence

Avoiding Copyright Infringement

Audience of the Sport

Ambush Awareness

Consumers of the Brand

Cheaper than Sponsorship

Problem Solving

Ideal Target Audience of Ambush Marketing

Other Observed Tactics

Intentional Ambush Marketing

Ambush Related Discussions

Coding Density

Short Term Ambush Strategies

Temporary Line Extension

Developing Ambush Marketing Strategies

1A

INTERVIEW TRANSCRIPT AM05

Interviewer	MWA (Mohammad Waqar Abbasi)
Interviewee	AM05
Location	Conference room at AM05's offices
Date	21/09/2016
Start Time	10:00
End Time	10:38

MWA

Good morning. Thank you for participating in my research. As we discussed, there are six topics of discussion. We will explore each topic with a set of questions. The whole interview should take under an hour.

AM05

Great, we have this conference room for an hour then we'll have to move if the interview isn't complete.

Q.1. Contemporary Concept of Ambush Marketing

MWA

So the promotion I'm here to discuss was it an advert, a marketing strategy or a part of a strategy or was it a promotion of some kind?

AM05

Our brand specialises in [REDACTED] in many different exciting flavours from around the world. This was a limited edition pouch inspired by Brazilian flavours. It was rolled out for just six months from June 2014 to November 2014. We teamed up with a renowned chef [REDACTED] to create the flavour as well as contribute to marketing which we mostly kept on our own websites. It was part of our marketing strategy for the second half of 2014.

MWA

Why did you choose to focus on Brazil? Is it famous for [REDACTED]?

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2A

AM05

The reason we did that, and I guess the reason why you're here today, was the 2014 FIFA cup. Brazil was the host of FIFA in 2014 which meant that a lot of brands were rolling out limited edition products with a Brazilian twist. In order to keep up with that trend, we decided to launch our own contribution to that.

MWA

Are you familiar with ambush marketing?

AM05

Sure.

MWA

Can you describe what you know about ambush marketing?

AM05

It's when a brand markets itself in a way that would suggest it was involved with a sport in a sponsorship capacity.

MWA

In order to?

AM05

In order to gain sponsorship benefits I suppose. But I think it would depend on every brand and their objectives. You'd be surprised how varied objectives can be behind every unique strategy.

MWA

Do you consider the release of your limited edition product ambush marketing aimed at FIFA 2014?

AM05

I think there's a case to be made of why it is ambush marketing but I wouldn't say we were trying to pass off as sponsors.

MWA

But as you pointed out, trying to pass off as sponsor is one objective and ambush marketing can be for many reasons.

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Non-competitive Ambush Strategy

Interest of Directors

Developing Ambush Marketing Strategies

3A

AM05

That's why I said there's a case to be made for why it can be considered ambush marketing.

MWA

Do you consider it ambush marketing?

AM05

If you modify the definition of ambush marketing to reflect our objectives then I would agree that it is ambush marketing. But when it is defined in terms of the negative or cunning objectives then our strategy simply doesn't fit the definition.

MWA

That's very interesting. We will discuss your objectives in a few minutes. Was this a competitive strategy in any way? I mean was one of your competitors sponsoring the world cup or doing a similar promotion?

AM05

Our brand faces fierce competition in the [REDACTED] sectors. But this strategy was not a response to anything any of our competitors were doing. There were other items like crisps, sauces and drinks coming out in Brazilian flavours. In our sector, we were the only ones who decided to launch a Brazilian flavour.

MWA

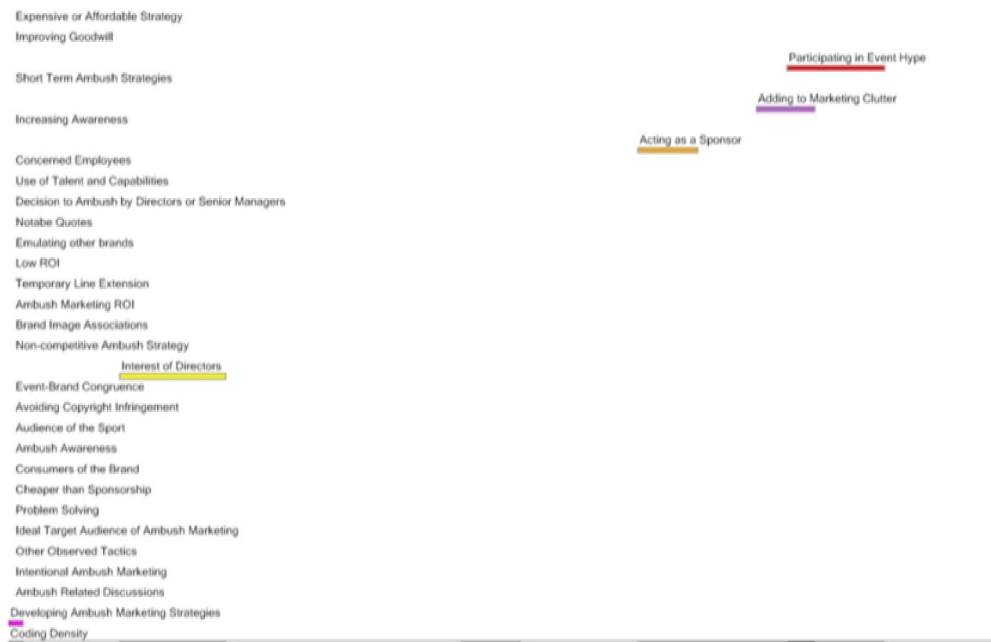
Did you consider any alternatives to rolling out this limited edition? Were there other options to choose from?

AM05

No we decided quite specifically to work on this. With the direct interest of our director, we partnered with Chef [REDACTED] and strategically placed ourselves in a position to have the product ready for launch in summer of 2014 when the Brazil fever was at its peak. This wasn't a case of "here are 5 new flavours, which one should we launch?"

Chef [REDACTED] tested with a traditional blend of spices they use in Brazil and it took several months to get it right. Since we started all the way back in December 2013, we were able to roll it out just at the right time.

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4A

MWA

Why did you prefer to do this over your usual marketing mix?

AM05

Well our marketing mix is always evolving as we try to keep up with trends as well as competitors. This as I said was by the interest of our director and the idea was welcomed by everyone involved.

Q.2. Objectives of Ambush Marketers

MWA

Let's move on to the second topic now and discuss your objectives in more detail. I know you started taking about this earlier. I have a list of ten objectives here associated with sponsorship and ambush marketing strategies. First I would like you to strike off all which were not your objectives. And talk a little bit about why they weren't.

AM05

I think recruitment and retention of staff is quite irrelevant. Our HR uses various websites and agencies to advertise jobs. None of that has anything to do with us launching new flavours. Except perhaps that being profitable leads to growth and then we can create more jobs. I guess this would be an outcome of commercial success.

Acting as a sponsor is also not our intention. As I said earlier, that is something that is associated with ambushers and it is not true in our case.

Also weakening a competitor's sponsorship was not an objective. As I said, we didn't have a competitor among FIFA sponsors.

Adding to marketing clutter was also not our intention. I can see how that can be a consequence of everyone focusing on some aspect of the sport. It certainly contributed to the hype. But I would say that's a positive thing even for the sport and its sponsors. It's free publicity for them. The rest I think are relevant.

MWA

Okay, now please arrange the remaining objectives in order of how important they were to the campaign. Also please comment a little bit on each.

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Brand Image Associations

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AM05

Interest of directors is the top one. As I said, this was idea that came from our director himself. Then increasing awareness for our brand is second. As I said we have fierce competition, doing different things gives us a competitive advantage. Improving profitability is third. Product line extension is the fourth. We like to bring on new flavours when we can. Then enhancing brand image is fifth. Since this is not new in terms of what it is, it's still a [REDACTED] That isn't novel enough to enhance our brand image too much. And improving goodwill is sixth. I take it that goodwill here refers to the intangible asset of goodwill that is added to a brand's cash value. If you mean goodwill with another entity or audience then it would be irrelevant because this is not a sponsorship.

MWA

Are there any other objectives that perhaps you had in mind but are not on this list?

AM05

No this is a pretty well rounded list. Apart from the ones that I struck off, they are good representations of our actual objectives.

Q.3. Key Outcomes of Ambush Marketing

MWA

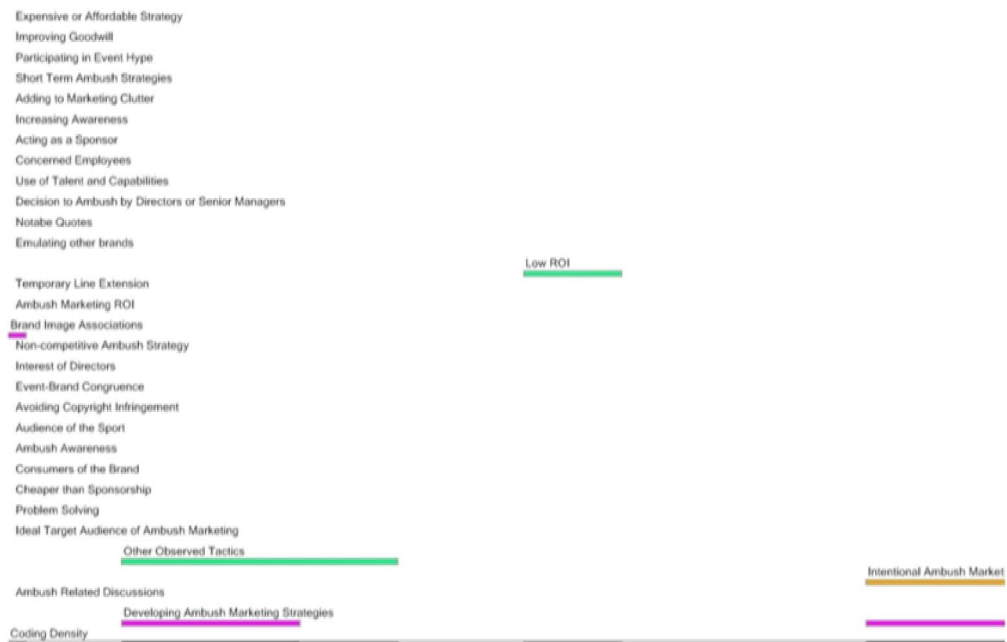
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AM05

As I said, the image of our brand in general is heavily influenced by the products we offer. We are known to our audiences for our [REDACTED] and to our Asian audiences for our [REDACTED] which they buy in [REDACTED]. This is just a new flavour of our existing product. So there wasn't really a change in our brand image.

Then the flavour itself is a hot and spicy flavour. Although we haven't released any South American flavours before, we do have a number of existing spicy flavours from Asia like [REDACTED] etc. So this really didn't represent any change in direction for us. Also we didn't massively promote it so the impact was even less.

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MWA

How did you promote it?

AM05

For this promotion, as I said, we teamed up [redacted]. He was the face of this campaign and even on the packaging. He made some recipe videos with us that we uploaded to our YouTube channel and shared on our various blogs. There were various other blog posts on our own website and we shared all the links on Facebook. That was really it for this promotion. We didn't have a TV advert, just a fifteen second animation that we also shared on YouTube. That year we did have TV advertising and we invested in that but it was for our [redacted]. This was a very cost effective campaign. Working with [redacted] as a recipe consultant and celebrity endorser was all we did.

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And what was the impact on purchase intentions and purchase decisions of our potential customers?

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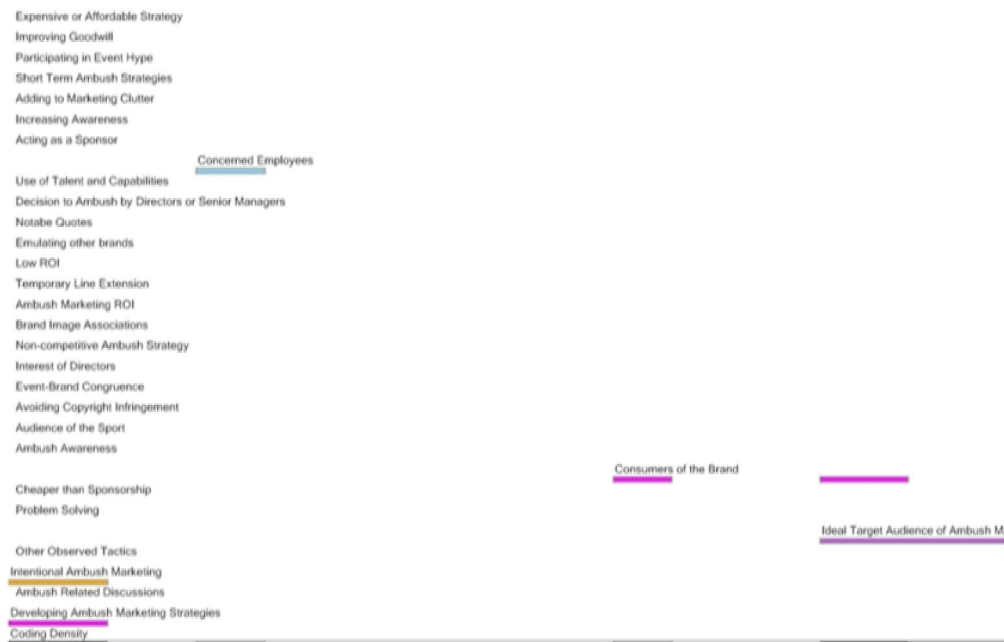
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7A

was a lot of research on it. We sifted through that and news and all other sources we have to do our research and didn't find a single instance where a brand broke any laws without mentioning the sport by name.

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So whether anyone was concerned or not? Off course we were concerned, which is why we took the time to properly research the issue and give recommendations.

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And no one was ultimately opposed to it?

AM05

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That's for big packs of [REDACTED] Indians living in India would never buy small portions of [REDACTED].

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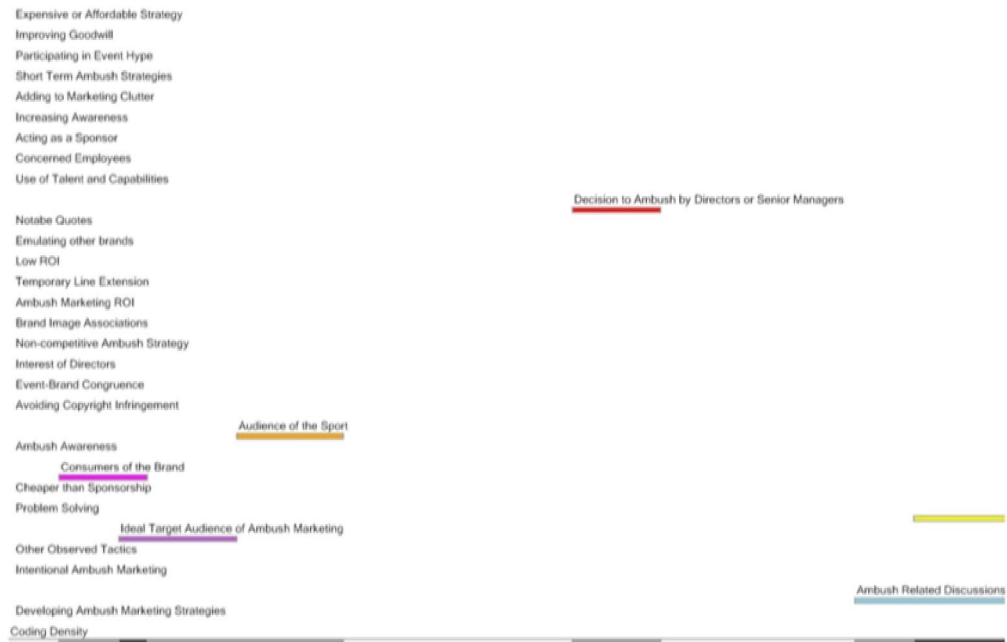
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AM05

We didn't want to do that sort of ambush. If we lose touch with our existing audience who may not be into football and we fail to attract football lovers who don't eat [redacted] then nobody buys our product.

MWA

Then would you say that you intended to bring the championship to the attention of your existing audience?



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AM05

Yes that is more appropriate way of putting it I think. We wanted our audiences to know that we are keeping up with the trends. We have kept up with flavour trends in the past and we think that is the key to our continued success. People become bored with brands that don't innovate like that and eventually they move on to more exciting competitors. We wanted to keep our audiences engaged and let them know we are noticing the football just like they are.

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You also mentioned that people were concerned about it being ambush marketing. Was this someone in particular in a position of influence?

AM05

Okay, so the person most concerned really was me to be honest. But then it's my job to be. Fortunately we have some really exceptional people working in our team. They really did a great job researching ambush marketing. I found their report educational.

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Short Term Ambush Strategies

10A

So anyways, in the end we were given enough evidence to show how doing ambush is not always illegal and that it was okay to focus on Brazilian food. There was I think a list of all terminologies we could not use because they were trademarked by FIFA and Brazil. Actually FIFA being one of them but fortunately no country can actually trademark its own name.

MWA

What was your argument against it in the beginning?

AM05

Not really an argument, just concern. I wasn't sure if it would be legal that's all. In the past we have thought of launching promotions for Valentine's Day and Christmas but we always decided against them in the end. This was another similar idea but this time an international sport body like FIFA was involved. They are always stirring up legal trouble in all sorts of ways. There was a good chance they would catch people out.

Oh yes and another issue was that the 2012 Olympic had taken place the previous year and I remembered how strictly they policed that event. I remember reading how they brought charges against hundreds of big and small businesses.

All that was floating around in my head and I thought if this lands us in that kind of trouble then I would certainly lose my job and probably my reputation. So I just got my people working as hard as possible to check and double check regulations and make sure it was safe to do it.

MWA

I would ask when the idea was proposed but you said December 2013?

AM05

That's right.

MWA

And sorry when was it launched?

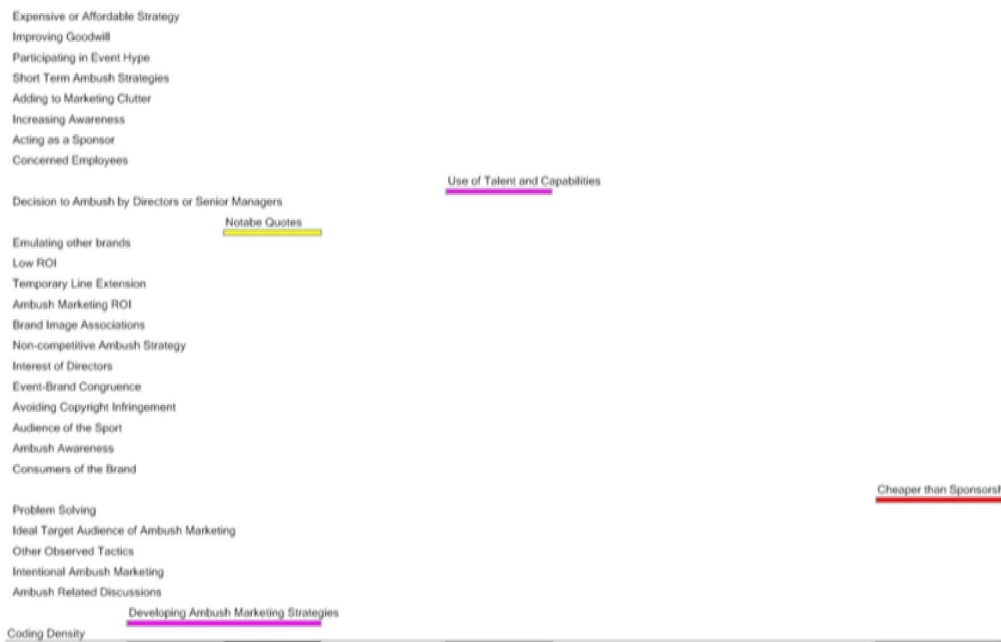
AM05

From June 2014 till December.

MWA

Was that ample time to launch the finished product and the marketing strategy?

10 / 12



AM05
The product took three months and then like I said we didn't market it too heavily so yes that was enough time.

MWA
And certainly it was a strategic measure and not just a snap decision.

AM05
A lot of planning and research went into it. I think people who do things overnight are the ones who ultimately get in trouble. A well thought out, planned strategy is the best way to do ambush marketing.

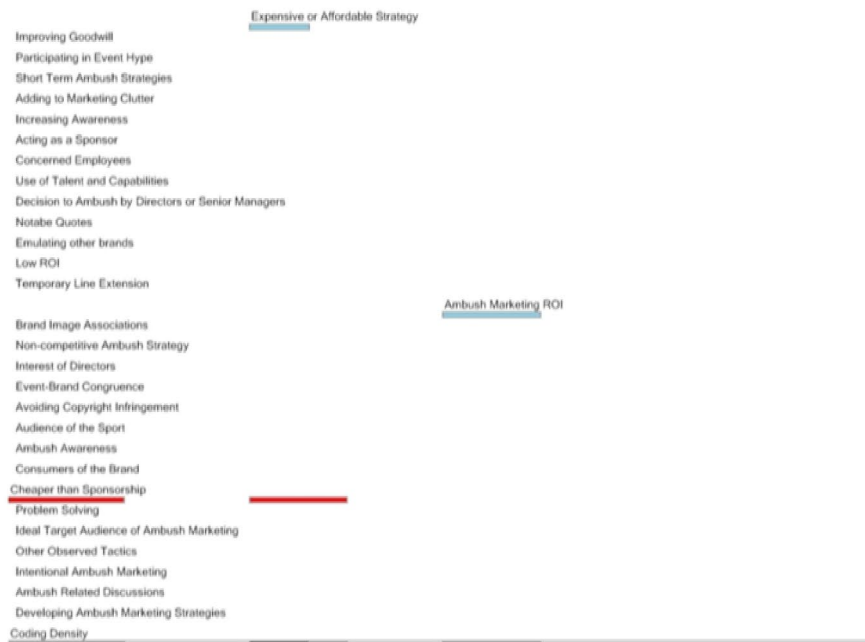
MWA
Was a taskforce or team formed to work on this promotion? Also who was in charge of it?

AM05
No we never really form taskforces here. It was a companywide effort from manufacturing to sales and distribution and everyone in between. I was in charge of marketing it.

Q.6. Budgetary Considerations for Ambush Marketing Strategies

MWA
Finally let's talk about your budget for this campaign. Was this promotion covered by your usual marketing budget or was it given funding separately?

AM05
Our marketing budget is under 10% of the gross revenue. That is spent on all sorts of activities throughout the year. We buy ad spaces in house and usually create our own advertising material. In the UK that's mostly just billboards and other static outlets. This campaign had a celebrity endorsement attached to it. The celebrity was dealt with through his management firm. They had their own fee which they charged him not us. That was really the only thing that required funding. As I said before the entire marketing strategy was to keep it confined to owned media so we are not buying any ad space.



That was the only expense and since he isn't the biggest chef in the UK it wasn't really a lot. Just a few thousand pounds really. We got it covered from our marketing budget.

MWA

Was the cost of this promotion considered higher, lower or comparable to your other usual campaigns?

AM05

There's cost of marketing it and then there is cost of manufacture. Since this is a whole new product, those costs were significant. Over all it was still I would say lower than others because of how little we spent on marketing.

MWA

Did you have a target return on marketing investment? If so was it achieved?

AM05

Since we spent so little promoting it, we didn't really have to show any kind of results specifically for this. We do monitor our overall ROI but that covers all of our marketing. We didn't calculate for this separately. It wasn't an issue.

MWA

Did you have any other key performance indicators or success measurements?

AM05

Not for this campaign specifically. We do monitor a number of KPIs as part of our job here. We didn't focus on any for this campaign specifically. Overall 2013 was a good year. This was one of the things that contributed to that.

MWA

Okay that brings us to the end of our interview. I'd like to thank you for your participation.

AM05

No problem. It was interesting. Have a safe drive back to Luton.

APPENDIX 6: Coding Summary by Source Report AM05

09/10/2016 18:48

Coding Summary By Source

A Conceptual Framework of Ambush Marketing in Sport

09/10/2016 18:48

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Document

Internals\\Interviews\\AM05

Node

Nodes\\Ambush Marketing Target Audiences

	Yes	0.0721	7			
				1	MWA	09/10/2016 13:16
Our target audience is defined in terms of their age, location and lifestyles. We don't usually target the audience based on their interests in particular sports.						
				2	MWA	09/10/2016 13:16
Our [REDACTED] is targeted at young working professionals who don't have the time and more importantly the skill to cook [REDACTED] properly from scratch. That is our target audience.						
				3	MWA	09/10/2016 13:16
Our [REDACTED] is targeted at young working professionals who don't have the time and more importantly the skill to cook [REDACTED] properly from scratch. That is our target audience. This promotion was for them too with the hope that they will relate our nod to Brazil with the football activity and all the other hype and perhaps that will help us retain them through the season.						
				4	MWA	09/10/2016 13:19
We didn't want to do that sort of ambush. If we lose touch with our existing audience who may not be into football and we fail to attract football lovers who don't eat [REDACTED], then nobody buys our product.						
				5	MWA	09/10/2016 15:50
We wanted our audiences to know that we are keeping up with the trends. We have kept up with flavour trends in the pasta and we think that is the key to our continued success.						
				6	MWA	09/10/2016 13:19
People become bored with brands that don't innovate like that and eventually they move on to more exciting competitors. We wanted to keep our audiences engaged and let them know we are noticing the football just like they are.						
				7	MWA	09/10/2016 15:50
We didn't want to take away anybody's customers. We gain nothing from confusing the football fans or making them believe we are sponsoring football. I am not even convinced that that is achievable through ambushing the way we did.						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Ambush Marketing Target Audiences\\Audience of the Sport

No 0.0230 2

1 MWA 09/10/2016 13:19

We didn't want to do that sort of ambush. If we lose touch with our existing audience who may not be into football and we fail to attract football lovers who don't eat [REDACTED], then nobody buys our product.

2 MWA 09/10/2016 15:50

We didn't want to take away anybody's customers. We gain nothing from confusing the football fans or making them believe we are sponsoring football. I am not even convinced that that is achievable through ambushing the way we did.

Nodes\\Ambush Marketing Target Audiences\\Consumers of the Brand

No 0.0270 3

1 MWA 09/10/2016 13:16

Our target audience is defined in terms of their age, location and lifestyles. We don't usually target the audience based on their interests in particular sports.

2 MWA 09/10/2016 13:16

Our [REDACTED] is targeted at young working professionals who don't have the time and more importantly the skill to cook [REDACTED] properly from scratch. That is our target audience.

3 MWA 09/10/2016 15:50

We wanted our audiences to know that we are keeping up with the trends. We have kept up with flavour trends in the pasta and we think that is the key to our continued success.

Nodes\\Ambush Marketing Target Audiences\\Ideal Target Audience of Ambush Marketing

No 0.0315 2

1 MWA 09/10/2016 13:16

Our [REDACTED] is targeted at young working professionals who don't have the time and more importantly the skill to cook [REDACTED] properly from scratch. That is our target audience. This promotion was for them too with the hope that they will relate our nod to Brazil with the football activity and all the other hype and perhaps that will help us retain them through the season.

2 MWA 09/10/2016 13:19

People become bored with brands that don't innovate like that and eventually they move on to more exciting competitors. We wanted to keep our audiences engaged and let them know we are not doing the football just like they are.

Nodes\\Budgeting and Costs of Ambush Marketing

Yes 0.0399 4

1 MWA 09/10/2016 13:35

As I said before the entire marketing strategy was to keep it confined to owned media so we are not buying any ad space. That was the only expense and since he isn't the biggest chef in the UK it wasn't really a lot. Just a few thousand pounds really. We got it covered from our marketing budget.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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2 MWA 09/10/2016 13:35

There's cost of marketing it and then there is cost of manufacture. Since this is a whole new product, those costs were significant.

3 MWA 09/10/2016 13:35

There's cost of marketing it and then there is cost of manufacture. Since this is a whole new product, those costs were significant. Over all it was still I would say lower than others because of how little we spent on marketing.

4 MWA 09/10/2016 13:36

Since we spent so little promoting it, we didn't really have to show any kind of results specifically for this. We do monitor our overall ROI but that covers all of our marketing. We didn't calculate for this separately. It wasn't an issue.

Nodes\\Budgeting and Costs of Ambush Marketing\\Ambush Marketing ROI

No 0.0125 1

1 MWA 09/10/2016 13:36

Since we spent so little promoting it, we didn't really have to show any kind of results specifically for this. We do monitor our overall ROI but that covers all of our marketing. We didn't calculate for this separately. It wasn't an issue.

Nodes\\Budgeting and Costs of Ambush Marketing\\Cheaper than Sponsorship

No 0.0274 2

1 MWA 09/10/2016 13:35

As I said before the entire marketing strategy was to keep it confined to owned media so we are not buying any ad space. That was the only expense and since he isn't the biggest chef in the UK it wasn't really a lot. Just a few thousand pounds really. We got it covered from our marketing budget.

2 MWA 09/10/2016 13:35

There's cost of marketing it and then there is cost of manufacture. Since this is a whole new product, those costs were significant. Over all it was still I would say lower than others because of how little we spent on marketing.

Nodes\\Budgeting and Costs of Ambush Marketing\\Expensive or Affordable Strategy

No 0.0069 1

1 MWA 09/10/2016 13:35

There's cost of marketing it and then there is cost of manufacture. Since this is a whole new product, those costs were significant.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Notable Quotes

No	0.0106	1				
				1	MWA	09/10/2016 18:42

A lot of planning and research went into it. I think people who do things overnight are the ones who ultimately get in trouble. A well thought out, planned strategy is the best way to do ambush marketing.

Nodes\\Objectives of Ambush Marketers

Yes	0.0781	13				
				1	MWA	09/10/2016 12:40

With the direct interest of our director,

				2	MWA	09/10/2016 12:43
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Well our marketing mix is always evolving as we try to keep up with trends as well as competitors. This as I said was by the interest of our director and the idea was welcomed by everyone involved.

				3	MWA	09/10/2016 12:43
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I think recruitment and retention of staff is quite irrelevant.

				4	MWA	09/10/2016 12:44
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Acting as a sponsor is also not our intention. As I said earlier, that is something that is associated with ambushers and it is not true in our case.

				5	MWA	09/10/2016 12:44
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Also weakening a competitor's sponsorship was not an objective. As I said, we didn't have a competitor among FIFA sponsors.

				6	MWA	09/10/2016 12:44
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Adding to marketing clutter was also not our intention. I can see how that can be a consequence of everyone focusing on some aspect of the sport.

				7	MWA	09/10/2016 12:44
--	--	--	--	---	-----	------------------

It certainly contributed to the hype. But I would say that's a positive thing even for the sport and its sponsors. It's free publicity for them.

				8	MWA	09/10/2016 12:45
--	--	--	--	---	-----	------------------

Interest of directors is the top one. As I said, this was idea that came from our director himself.

				9	MWA	09/10/2016 12:45
--	--	--	--	---	-----	------------------

Then increasing awareness for our brand is second. As I said we have fierce competition, doing different things gives us a competitive advantage.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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10 MWA 09/10/2016 12:45

Improving profitability is third.

11 MWA 09/10/2016 12:45

Product line extension is the fourth. We like to bring on new flavours when we can.

12 MWA 09/10/2016 12:48

Then enhancing brand image is fifth. Since this is not new in terms of what it is, it's still a [REDACTED]

13 MWA 09/10/2016 12:48

And improving goodwill is sixth. I take it that goodwill here refers to the intangible asset of goodwill that is added to a brand's cash value.

Nodes\\Objectives of Abmush Marketers\\Acting as a Sponsor

No 0.0078 1

1 MWA 09/10/2016 12:44

Acting as a sponsor is also not our intention. As I said earlier, that is something that is associated with ambushers and it is not true in our case.

Nodes\\Objectives of Abmush Marketers\\Adding to Marketing Clutter

No 0.0075 1

1 MWA 09/10/2016 12:44

Adding to marketing clutter was also not our intention. I can see how that can be a consequence of everyone focusing on some aspect of the sport.

Nodes\\Objectives of Abmush Marketers\\Employee Recruitment and Retention

No 0.0033 1

1 MWA 09/10/2016 12:43

I think recruitment and retention of staff is quite irrelevant.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Objectives of Abmush Marketers\\Enhancing Brand Image

No	0.0067	1				
				1	MWA	09/10/2016 12:48

Then enhancing brand image is fifth. Since this is not new in terms of what it is, it's still a [REDACTED]

Nodes\\Objectives of Abmush Marketers\\Improving Goodwill

No	0.0074	1				
				1	MWA	09/10/2016 12:48

And improving goodwill is sixth. I take it that goodwill here refers to the intangible asset of goodwill that is added to a brand's cash value.

Nodes\\Objectives of Abmush Marketers\\Improving Profitability

No	0.0017	1				
				1	MWA	09/10/2016 12:45

Improving profitability is third.

Nodes\\Objectives of Abmush Marketers\\Increasing Awareness

No	0.0075	1				
				1	MWA	09/10/2016 12:45

Then increasing awareness for our brand is second. As I said we have fierce competition, doing different things gives us a competitive advantage.

Nodes\\Objectives of Abmush Marketers\\Interest of Directors

No	0.0175	3				
				1	MWA	09/10/2016 12:40

With the direct interest of our director,

				2	MWA	09/10/2016 12:43
--	--	--	--	---	-----	------------------

Well our marketing mix is always evolving as we try to keep up with trends as well as competitors. This as I said was by the interest of our director and the idea was welcomed by everyone involved.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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3 MWA 09/10/2016 12:45

Interest of directors is the top one. As I said, this was idea that came from our director himself.

Nodes\\Objectives of Abmush Marketers\\Participating in Event Hype

No 0.0075 1

1 MWA 09/10/2016 12:44

It certainly contributed to the hype. But I would say that's a positive thing even for the sport and its sponsors. It's free publicity for them.

Nodes\\Objectives of Abmush Marketers\\Product Line Extension

No 0.0043 1

1 MWA 09/10/2016 12:45

Product line extension is the fourth. We like to bring on new flavours when we can.

Nodes\\Objectives of Abmush Marketers\\Weakening a Competitor's Sponsorship

No 0.0064 1

1 MWA 09/10/2016 12:44

Also weakening a competitor's sponsorship was not an objective. As I said, we didn't have a competitor among FIFA sponsors.

Nodes\\Outcomes of Ambush Marketing

Yes 0.0138 1

1 MWA 09/10/2016 12:50

Although we haven't released any South American flavours before, we do have a number of existing spicy flavours from Asia like [REDACTED] etc. So this really didn't represent any change in direction for us. Also we didn't massively promote it so the impact was even less.

Nodes\\Outcomes of Ambush Marketing\\Negative Outcomes\\Concerned Employees

No 0.0081 1

1 MWA 09/10/2016 12:59

So whether anyone was concerned or not? Off course we were concerned, which is why we took the time to properly research the issue and give recommendations.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Outcomes of Ambush Marketing\\Negative Outcomes\\Low ROI

No	0.0120	1				
				1	MWA	09/10/2016 12:57

Again, since we showed no incremental revenue as a result of this, it is hard to say it had any effect on buying. We just wanted to keep up with the trends and offer something similar to what people were seeing in the supermarkets.

Nodes\\Outcomes of Ambush Marketing\\Positive Outcomes

Yes	0.0138	1				
				1	MWA	09/10/2016 12:50

Although we haven't released any South American flavours before, we do have a number of existing spicy flavours from Asia like [REDACTED] etc. So this really didn't represent any change in direction for us. Also we didn't massively promote it so the impact was even less.

Nodes\\Outcomes of Ambush Marketing\\Positive Outcomes\\Brand Image Associations

No	0.0138	1				
				1	MWA	09/10/2016 12:50

Although we haven't released any South American flavours before, we do have a number of existing spicy flavours from Asia like [REDACTED] etc. So this really didn't represent any change in direction for us. Also we didn't massively promote it so the impact was even less.

Nodes\\Role of Organisational Structure

Yes	0.1005	8				
				1	MWA	09/10/2016 13:30

Yes, as I said, our director suggested this in December 2013. He correctly predicted that a lot of brands will be focusing on Brazil and that we should also do something to contribute to the trend.

				2	MWA	09/10/2016 13:30
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Okay, so the person most concerned really was me to be honest. But then it's my job to be. Fortunately we have some really exceptional people working in our team. They really did a great job researching ambush marketing. I found their report educational.

				3	MWA	09/10/2016 13:31
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They really did a great job researching ambush marketing. I found their report educational.

So anyway, in the end we were given enough evidence to show how doing ambush is not always illegal and that it was okay to focus on Brazilian food.

				4	MWA	09/10/2016 13:31
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So anyway, in the end we were given enough evidence to show how doing ambush is not always illegal and that it was okay to focus on Brazilian food. There was I think a list of all terminologies we could not use because they were trademarked by FIFA and Brazil. Actually FIFA being one of them but fortunately no country can actually trademark its own name.

				5	MWA	09/10/2016 13:32
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Not really an argument, just concern. I wasn't sure if it would be legal that's all. In the past we have thought of launching promotions for Valentine's Day and Christmas but we always decided against them in the end. This was another similar idea but this time an international sport body like FIFA was involved. They are always stirring up legal trouble in all sorts of ways. There was a good chance they would catch people out.

Oh yes and another issue was that the 2012 Olympic had taken place the previous year and I remembered how strictly they policed that event. I remember reading how they brought charges against hundreds of big and small businesses.

All that was floating around in my head and I thought if this lands us in that kind of trouble then I would certainly lose my job and probably my reputation. So I just got my people working as hard as possible to check and double check regulations and make sure it was safe to do it.

No we never really form taskforces here. It was a companywide effort from manufacturing to sales and distribution and everyone in between. I was in charge of marketing it.

No	0.0664	4
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Okay, so the person most concerned really was me to be honest. But then it's my job to be. Fortunately we have some really exceptional people working in our team. They really did a great job researching ambush marketing. I found their report educational.

So anyways, in the end we were given enough evidence to show how doing ambush is not always illegal and that it was okay to focus on Brazilian food. There was I think a list of all terminologies we could not use because they were trademarked by FIFA and Brazil. Actually FIFA being one of them but fortunately no country can actually trademark its own name.

Not really an argument, just concern. I wasn't sure if it would be legal that's all. In the past we have thought of launching promotions for Valentine's Day and Christmas but we always decided against them in the end. This was another similar idea but this time an international sport body like FIFA was involved. They are always stirring up legal trouble in all sorts of ways. There was a good chance they would catch people out.

Oh yes and another issue was that the 2012 Olympic had taken place the previous year and I remembered how strictly they policed that event. I remember reading how they brought charges against hundreds of big and small businesses.

No	0.0102	1
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Yes, as I said, our director suggested this in December 2013. He correctly predicted that a lot of brands will be focusing on Brazil and that we should also do something to contribute to the trend.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Role of Organisational Structure\\Problem Solving

No 0.0274 2

1 MWA 09/10/2016 13:31

They really did a great job researching ambush marketing. I found their report educational. So anyways, in the end we were given enough evidence to show how doing ambush is not always illegal and that it was okay to focus on Brazilian food.

2 MWA 09/10/2016 13:32

All that was floating around in my head and I thought if this lands us in that kind of trouble then I would certainly lose my job and probably my reputation. So I just got my people working as hard as possible to check and double check regulations and make sure it was safe to do it.

Nodes\\Role of Organisational Structure\\Use of Talent and Capabilities

No 0.0089 1

1 MWA 09/10/2016 13:34

No we never really form taskforces here. It was a companywide effort from manufacturing to sales and distribution and everyone in between. I was in charge of marketing it.

Nodes\\Strategic Ambush Marketing

No 0.1039 7

1 MWA 09/10/2016 12:32

Our brand specialises in [REDACTED] pouches in many different exciting flavours from around the world. This was a limited edition [REDACTED] inspired by Brazilian flavours. It was rolled out for just six months from June 2014 to November 2014.

2 MWA 09/10/2016 12:33

It was part of our marketing strategy for the second half of 2014.

3 MWA 09/10/2016 12:40

No we decided quite specifically to work on this. With the direct interest of our director, we partnered with [REDACTED] and strategically placed ourselves in a position to have the product ready for launch in summer of 2014 when the Brazil fever was at its peak.

4 MWA 09/10/2016 12:42

Since we started all the way back in December 2013, we were able to roll it out just at the right time.

5 MWA 09/10/2016 12:52

For this promotion, as I said, we teamed up with [REDACTED]. He was the face of this campaign and even on the packaging. He made some recipe videos with us that we uploaded to our YouTube channel and shared on our various blogs. There were various other blog posts on our own website and we shared all the links on Facebook. That was really it for this promotion. We didn't have a TV advert, just a fifteen second animation that we also shared on YouTube.

6 MWA 09/10/2016 12:58

This wasn't something we just did, without considering all aspects of it. We do extensive research before creating our marketing strategies. Part of that research that came after our director suggested this was to look in depth at ambush marketing and the laws and regulations about it. We looked at literature and found that there was a lot of research on it. We sifted through that and news and all other sources we have to do our research and didn't find a single instance where a brand broke any laws without mentioning the sport by name.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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7 MWA 09/10/2016 13:33

MWA

And certainly it was a strategic measure and not just a snap decision.

AM05

A lot of planning and research went into it. I think people who do things overnight are the ones who ultimately get in trouble. A well thought out, planned strategy is the best way to do ambush marketing.

Nodes\\Strategic Ambush Marketing\\Ambush Awareness

No 0.0239 2

1 MWA 09/10/2016 12:35

MWA

Are you familiar with ambush marketing?

AM05

Sure.

2 MWA 09/10/2016 12:36

MWA

Can you describe what you know about ambush marketing?

AM05

It's when a brand markets itself in a way that would suggest it was involved with a sport in a sponsorship capacity.

MWA

In order to?

AM05

In order to gain sponsorship benefits I suppose. But I think it would depend on every brand and their objectives. You'd be surprised how varied objectives can be behind every unique strategy.

Nodes\\Strategic Ambush Marketing\\Ambush Awareness\\Intentional Ambush Marketing

No 0.0557 3

1 MWA 09/10/2016 12:37

MWA

Do you consider the release of your limited edition product ambush marketing aimed at FIFA 2014?

AM05

I think there's a case to be made of why it is ambush marketing but I wouldn't say we were trying to pass off as sponsors.

2 MWA 09/10/2016 12:37

MWA

Do you consider it ambush marketing?

AM05

If you modify the definition of ambush marketing to reflect our objectives then I would agree that it is ambush marketing. But when it is defined in terms of the negative or cunning objectives then our strategy simply doesn't fit the definition.

3 MWA 09/10/2016 12:58

This wasn't something we just did, without considering all aspects of it. We do extensive research before creating our marketing strategies. Part of that research that came after our director suggested this was to look in depth at ambush marketing and the laws and regulations about it. We looked at literature and found that there was a lot of research on it. We sifted through that and news and all other sources we have to do our research and didn't find a single instance where a brand broke any laws without mentioning the sport by name.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Strategic Ambush Marketing\\Ambush Duration

Yes	0.0075	2				
				1	MWA	09/10/2016 12:34
It was rolled out for just six months from June 2014 to November 2014.						

				2	MWA	09/10/2016 13:33
MWA And sorry when was it launched? AM05 From June 2014 till December.						

Nodes\\Strategic Ambush Marketing\\Ambush Duration\\Short Term Ambush Strategies

No	0.0075	2				
				1	MWA	09/10/2016 12:34
It was rolled out for just six months from June 2014 to November 2014.						

				2	MWA	09/10/2016 13:33
MWA And sorry when was it launched? AM05 From June 2014 till December.						

Nodes\\Strategic Ambush Marketing\\Ambush Nature

Yes	0.0174	1				
				1	MWA	09/10/2016 12:38

Our brand faces fierce competition in the [REDACTED] sectors. But this strategy was not a response to anything any of our competitors were doing. There were other items like crisps, sauces and drinks coming out in Brazilian flavours. In our sector, we were the only ones who decided to launch a Brazilian flavour.

Nodes\\Strategic Ambush Marketing\\Ambush Nature\\Non-competitive Ambush Strategy

No	0.0174	1				
				1	MWA	09/10/2016 12:38

Our brand faces fierce competition in the [REDACTED] sectors. But this strategy was not a response to anything any of our competitors were doing. There were other items like crisps, sauces and drinks coming out in Brazilian flavours. In our sector, we were the only ones who decided to launch a Brazilian flavour.

Nodes\\Strategic Ambush Marketing\\Ambush Types and Tactics

Yes	0.0714	4				
				1	MWA	09/10/2016 12:30

Our brand specialises in [REDACTED] in many different exciting flavours from around the world. This was a limited edition [REDACTED] inspired by Brazilian flavours.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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2 MWA 09/10/2016 12:32

It was rolled out for just six months from June 2014 to November 2014.

3 MWA 09/10/2016 12:56

For this promotion, as I said, we teamed up with [REDACTED]. He was the face of this campaign and even on the packaging. He made some recipe videos with us that we uploaded to our YouTube channel and shared on our various blogs. There were various other blog posts on our own website and we shared all the links on Facebook. That was really it for this promotion. We didn't have a TV advert, just a fifteen second animation that we also shared on YouTube. That year we did have TV advertising and we invested in that but it was for our basmati rice. This was a very cost effective campaign. Working with [REDACTED] as a recipe consultant and celebrity endorser was all we did.

4 MWA 09/10/2016 13:17

One of our news stories on our website mentioned it. I think it was a piece written by [REDACTED] about how he came up with the flavour and what inspired him. He talked about how every four years there is football fever and that for him the excitement wasn't football related but a chance to explore the cuisine of Brazil. So that was the only time there was any mention of football and we avoided mentioning the championship by name.

Nodes\\Strategic Ambush Marketing\\Ambush Types and Tactics\\Avoiding Copyright Infringement

No 0.0226 1

1 MWA 09/10/2016 13:17

One of our news stories on our website mentioned it. I think it was a piece written by [REDACTED] about how he came up with the flavour and what inspired him. He talked about how every four years there is football fever and that for him the excitement wasn't football related but a chance to explore the cuisine of Brazil. So that was the only time there was any mention of football and we avoided mentioning the championship by name.

Nodes\\Strategic Ambush Marketing\\Ambush Types and Tactics\\Other Observed Tactics

No 0.0362 1

1 MWA 09/10/2016 12:56

For this promotion, as I said, we teamed up with [REDACTED]. He was the face of this campaign and even on the packaging. He made some recipe videos with us that we uploaded to our YouTube channel and shared on our various blogs. There were various other blog posts on our own website and we shared all the links on Facebook. That was really it for this promotion. We didn't have a TV advert, just a fifteen second animation that we also shared on YouTube. That year we did have TV advertising and we invested in that but it was for our basmati rice. This was a very cost effective campaign. Working with [REDACTED] as a recipe consultant and celebrity endorser was all we did.

Nodes\\Strategic Ambush Marketing\\Ambush Types and Tactics\\Temporary Line Extension

No 0.0124 2

1 MWA 09/10/2016 12:30

Our brand specialises in [REDACTED] in many different exciting flavours from around the world. This was a limited edition [REDACTED] inspired by Brazilian flavours.

2 MWA 09/10/2016 12:32

It was rolled out for just six months from June 2014 to November 2014.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Strategic Ambush Marketing\\Contributing Factors

	Yes	0.0305	2			
				1	MWA	09/10/2016 12:35

Brazil was the host of FIFA in 2014 which meant that a lot of brands were rolling out limited edition products with a Brazilian twist. In order to keep up with that trend, we decided to launch our own contribution to that.

				2	MWA	09/10/2016 13:18
--	--	--	--	---	-----	------------------

You're right. Doing more of that sort of thing would still be completely legal but then we would be diverting from our own brand image. We don't really have a product that we can associate with football or sports. Between our band and football, there is nothing in common. But between our brand and Brazil, we have food. So that was a more reasonable connection.

Nodes\\Strategic Ambush Marketing\\Contributing Factors\\Emulating other brands

	No	0.0115	1			
				1	MWA	09/10/2016 12:35

Brazil was the host of FIFA in 2014 which meant that a lot of brands were rolling out limited edition products with a Brazilian twist. In order to keep up with that trend, we decided to launch our own contribution to that.

Nodes\\Strategic Ambush Marketing\\Contributing Factors\\Event-Brand Congruence

	No	0.0189	1			
				1	MWA	09/10/2016 13:18

You're right. Doing more of that sort of thing would still be completely legal but then we would be diverting from our own brand image. We don't really have a product that we can associate with football or sports. Between our band and football, there is nothing in common. But between our brand and Brazil, we have food. So that was a more reasonable connection.

APPENDIX 7: Coding Summary by Node Report

The following are first 10 pages of a 30 page report.

30/10/2016 10:55						
Coding Summary By Node						
Strategic Ambush Marketing						
30/10/2016 10:55						
Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Node						
Nodes\\Strategic Ambush Marketing						
Document						
Internals\\Interviews\\AM01						
No		0.0245	2			
				1	MWA	24/08/2016 13:03
Well, as you know, we reached a 3 year agreement with the broadcaster to sponsor the coverage of the sport and then we extended the agreement another couple of years so this is pretty much a major part of our marketing strategy.						
				2	MWA	26/08/2016 12:36
Oh well in advance I'd say, I can't be precise, sorry. But it was in plenty of time. Early in 2012 if I remember correctly. The soap sponsorship was a bit earlier than that. But it was still in 2012.						
Internals\\Interviews\\AM02						
No		0.0188	3			
				1	MWA	26/09/2016 15:18
It is a strategic measure that we have implemented alongside our regular menu offerings and has an integrated marketing plan attached to it.						
				2	MWA	26/09/2016 15:20
So to answer your question, it is not just an ad, it is a strategic promotion that we have launched twice and with great results.						
				3	MWA	30/09/2016 13:36
We had enough time to properly implement it coinciding with the event.						
Internals\\Interviews\\AM03						
No		0.0114	1			
				1	MWA	09/10/2016 13:02
Well, the activity in question was what we like to call a marketing push around here. We launched a new flavour of our product in April 2014. And we backed it with an ad campaign mostly on television.						
Reports\\Coding Summary By Node Report						
Page 1 of 30						

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\Interviews\\AM04

No	0.0320	3				
				1	MWA	09/10/2016 14:55

The product you are here to talk about was a limited edition special flavour of our iconic product. We brought this and four other flavours out as a 6 month only promotion in 2014.

				2	MWA	09/10/2016 14:55
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Well it was a planned strategy but perhaps it was planned quicker than usual.

				3	MWA	09/10/2016 14:57
--	--	--	--	---	-----	------------------

This was dedded six months after we acquired the brand in February of 2013 and we were ready to launch it in February of 2014. I myself had only worked for the corporation's European office for a year at the time. So six months from conception, development and testing to launch is quick for a product that hadn't changed in 90 odd years.

Internals\\Interviews\\AM05

No	0.1039	7				
				1	MWA	09/10/2016 12:32

Our brand specialises in [REDACTED] in many different exciting flavours from around the world. This was a limited edition [REDACTED] inspired by Brazilian flavours. It was rolled out for just six months from June 2014 to November 2014.

				2	MWA	09/10/2016 12:33
--	--	--	--	---	-----	------------------

It was part of our marketing strategy for the second half of 2014.

				3	MWA	09/10/2016 12:40
--	--	--	--	---	-----	------------------

No we decided quite specifically to work on this. With the direct interest of our director, we partnered with [REDACTED] and strategically placed ourselves in a position to have the product ready for launch in summer of 2014 when the Brazil fever was at its peak.

				4	MWA	09/10/2016 12:42
--	--	--	--	---	-----	------------------

Since we started all the way back in December 2013, we were able to roll it out just at the right time.

				5	MWA	09/10/2016 12:52
--	--	--	--	---	-----	------------------

For this promotion, as I said, we teamed up with [REDACTED]. He was the face of this campaign and even on the packaging. He made some recipe videos with us that we uploaded to our YouTube channel and shared on our various blogs. There were various other blog posts on our own website and we shared all the links on Facebook. That was really it for this promotion. We didn't have a TV advert, just a fifteen second animation that we also shared on YouTube.

				6	MWA	09/10/2016 12:58
--	--	--	--	---	-----	------------------

This wasn't something we just did, without considering all aspects of it. We do extensive research before creating our marketing strategies. Part of that research that came after our director suggested this was to look in depth at ambush marketing and the laws and regulations about it. We looked at literature and found that there was a lot of research on it. We sifted through that and news and all other sources we have to do our research and didn't find a single instance where a brand broke any laws without mentioning the sport by name.

				7	MWA	09/10/2016 13:33
--	--	--	--	---	-----	------------------

MWA

And certainly it was a strategic measure and not just a snap decision.

AM05

A lot of planning and research went into it. I think people who do things overnight are the ones who ultimately get in trouble. A well thought out, planned strategy is the best way to do ambush marketing.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\Interviews\\AM06

No	0.0228	2				
			1	MWA	09/10/2016 15:58	

The intention to launch a Brazilian flavour was in my opinion a very hasty one. We were reacting rather than be proactive. That being said, it was still implemented in time to emulate the trend elsewhere and we did not come off as Johnny come lately.

2	MWA	09/10/2016 16:00
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MWA

When was the idea first proposed? Or how long did it take from conception to launch?

AM06

I think it was all accomplished in 4 to 6 months. It was all in 2014 so...

Internals\\Interviews\\AM07

No	0.0432	3				
			1	MWA	19/10/2016 16:10	

The campaign or product you are interested in was a limited time flavour of our product which was inspired by Brazilian flavours and we launched it as a limited time promotion from June to December of 2014 to celebrate the world cup football held in Brazil that year.

2	MWA	19/10/2016 16:15
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Not really. I mean, we developed this flavour genuinely inspired by Brazil. And then the intention was very clearly to celebrate the world cup so no. New flavour launches are usually well planned strategic decisions and we do a lot of research and development before we bring one out.

3	MWA	19/10/2016 16:33
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We started developing the product in late 2013, maybe November. We tested it around February of 2014. And it was on the shelves from June to December that year. So all in all it took a little over a year from start to finish.

Internals\\Interviews\\AM08

No	0.0316	2				
			1	MWA	29/10/2016 16:48	

This was a new product that we introduced for a limited time back in 2014. It was a Brazilian twist on our popular snack enjoyed by millions in the UK. For the first time in the history of our brand, we focused on an event to launch a specific product. The promotion was very subtle and we didn't use any promotion at all other than our own website and some food and beverage bloggers reviewed it independently.

2	MWA	29/10/2016 17:27
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I think we started working on it sometime in late 2013. Then it went into production after New Year and it was available from April to September of 2014.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Strategic Ambush Marketing\\Ambush Awareness

Document

Internals\\Interviews\\AM01

No	0.0263	2				
			1	MWA	24/08/2016 13:43	

I believe it's when a brand relies on thematic similarities with a sport in their advertising right around the time when the tournaments are underway so people would think they are sponsors.

2 MWA 24/08/2016 13:52

Look, we had a legitimate link to the sport. The channel paid for the broadcast rights directly to the organisers and we paid the channel for sponsoring the broadcast. It's an indirect sponsorship but a sponsorship nonetheless. How can a sponsorship ever be an ambush?

Internals\\Interviews\\AM02

No	0.0205	2				
			1	MWA	26/09/2016 15:32	

ambush marketing is when companies associate with sports without sponsoring them. I remember there were some famous cases involving Nike and American express.

2 MWA 26/09/2016 15:36

I think we have to accept that judgement. Ambush marketing is defined in many ways and I guess as long as our strategy fits one of those definitions, we know that it will be considered ambush marketing by others.

Internals\\Interviews\\AM03

No	0.0206	3				
			1	MWA	09/10/2016 13:15	

MWA
Are you familiar with ambush marketing?
AM03

Yes sure. I wouldn't be much good at my job if I wasn't.

2 MWA 09/10/2016 13:15

Ambush marketing is when a brand attempts to associate with an event, usually a sporting event, usually to mislead the audience into thinking they are sponsoring the event.

3 MWA 09/10/2016 13:16

I've known about it ever since I was a student just like you studying marketing.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\Interviews\\AM04

No	0.0079	1				
			1	MWA	09/10/2016 15:04	

It's when non-sponsor brands make references to a sport or associated things like the place where they're happening or players who are taking part.

Internals\\Interviews\\AM05

No	0.0239	2				
			1	MWA	09/10/2016 12:35	

MWA
Are you familiar with ambush marketing?
AM05
Sure.

			2	MWA	09/10/2016 12:36	
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MWA
Can you describe what you know about ambush marketing?
AM05
It's when a brand markets itself in a way that would suggest it was involved with a sport in a sponsorship capacity.
MWA
In order to?
AM05
In order to gain sponsorship benefits I suppose. But I think it would depend on every brand and their objectives. You'd be surprised how varied objectives can be behind every unique strategy.

Internals\\Interviews\\AM06

No	0.0236	1				
			1	MWA	09/10/2016 15:28	

MWA
Are you familiar with the concept of ambush marketing?
AM06
Yes.
MWA
Can you elaborate what you know about ambush marketing? I mean how would you define it?
AM06
It's when you promote your brand at a sporting event without permission. How some brands have paid athletes to have their brand name and logo painted on their bodies or they have sent people to matches undercover to stage some sort of promotion in the audience.

Internals\\Interviews\\AM07

No	0.0042	1				
			1	MWA	19/10/2016 16:12	

The use of references to a famous sport in a brand's promotional activities.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\Interviews\\AM08

No		0.0198	1			
				1	MWA	29/10/2016 16:49

MWA

Are you familiar with ambush marketing?

AM08

Yes I am quite familiar with it.

MWA

Could you describe or define it for me in your own words?

AM08

I can try. I believe ambush marketing is when a brand is promoted in a way that could lead the audience to imply that it is a sponsor of a sport when in reality it has no direct link with the sport.

Nodes\\Strategic Ambush Marketing\\Ambush Awareness\\Acceptance

Document

Internals\\Interviews\\AM03

No		0.0146	1			
				1	MWA	09/10/2016 13:18

MWA

So then would you agree that this was unintentional ambush marketing?

AM03

Well... yes. As I said before, others thought it was ambush marketing and we never really thought about it in that way so I guess unintentional ambush if there is such a thing.

Internals\\Interviews\\AM06

No		0.0317	1			
				1	MWA	09/10/2016 15:30

would you say that launching this flavour and the associated experiential marketing promotion was ambush marketing?

AM06

If the status of a campaign being deemed ambush marketing is determined by the company implementing such promotion then I would have to say no, we did not plan to do ambush marketing. On the other hand, if that is something that is decided after the implementation by outsiders then you could say, "we think what you did was ambush marketing". In that scenario there would be very little a company could say or do. If this was ambush, it wasn't a planned ambush.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\Interviews\\AM07

No	0.0253	1	1	MWA	19/10/2016 16:13
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I can see how that might be the case. But honestly, it is a strategy that is available to all and many take advantage of it. I think there is something that is lost in denying it. The whole point of ambushing nowadays is that people will notice it and say, oh look they are ambushing FIFA. I don't think anyone is confused by ambushers or think they might be sponsors. People either get it or they move on. Even when they get it, they still move on really.

Internals\\Interviews\\AM08

No	0.0394	2	1	MWA	29/10/2016 16:50
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Let me first clarify that at the time we weren't being deliberate ambushers. We didn't choose to ambush first and then develop some kind of a strategy to achieve that. We had a simple desire to launch a product focused at an event for a change as we were dedicated to innovating flavours very often and there was a developing trend of Brazilian flavoured products. Having said that, we did later realise that our product was in a way a ambush marketing. But by then we had already completed our promotion and there were no negative consequences.

2	MWA	29/10/2016 16:51
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MWA

Okay, so this wasn't deliberate a ambush because your organisation didn't have the knowledge of ambush marketing, is that correct?

AM08

Yes I would agree.

Nodes\\Strategic Ambush Marketing\\Ambush Awareness\\Denial

Document

Internals\\Interviews\\AM01

No	0.0222	3	1	MWA	24/08/2016 13:50
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I must say I don't think we ambushed anyone.

2	MWA	24/08/2016 13:54
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Look, we had a legitimate link to the sport. The channel paid for the broadcast rights directly to the organisers and we paid the channel for sponsoring the broadcast. It's an indirect sponsorship but a sponsorship nonetheless.

3	MWA	24/08/2016 14:09
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As I said, it is an indirect sponsorship. In my opinion they were avoiding a ambush marketing rather than doing it.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\Interviews\\AM03

No	0.0425	2				
			1	MWA	09/10/2016 13:16	

I can see how the indirect association aspect of defining what is ambush kind of seems like what we did with our promotion. So an outsider might argue that it is ambush marketing, and I am aware that there was a lot of talk online in various articles and they mentioned our product along with the others I mentioned and said it was all ambush marketing.

But what I'm saying is that our intentions have to be taken into consideration as well when it comes to what we did and how we did it. We did not set out to ambush FIFA and it doesn't serve us a brand to do so. We simply joined in the flavour trend.

2	MWA	09/10/2016 13:17
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MWA

And was it something you thought about while you were planning this promotion or launching it?

AM03

The thought never crossed my mind.

Internals\\Interviews\\AM06

No	0.1149	6				
			1	MWA	09/10/2016 15:25	

As trends go, it is difficult to pinpoint when and where they originate. It is our responsibility as a brand to furnish flavour preferences of our consumers and they change from time to time.

2	MWA	09/10/2016 15:26
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MWA

If we were to endeavour a bit into that origin, for the sake of clarity, would you say that the FIFA world cup of 2014 being held in Brazil had anything to do with that?

AM06

That could very likely be the case. Flavour trends enter the public consciousness in many different ways. Take for instance the barbeque pulled pork flavour trend. Every major supermarket and fast food chain launched some kind of a product containing that. Where did that come from? It would be hard to say.

3	MWA	09/10/2016 15:27
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MWA

Okay. If we can't pinpoint the origin of the trend in general, what was your reason to launch your products specifically?

AM06

We were doing our part to offer our consumers what they were demanding.

MWA

And that demand was created by the world cup?

AM06

As I said, that might very well have been the case.

MWA

Okay so you were answering the flavour trend regardless of how and why it started.

AM06

Yes

4	MWA	09/10/2016 15:32
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MWA

And at no point in your planning or research did you check FIFA regulations or any other laws regarding the use of Brazil as a reference or featuring it prominently on your packaging.

AM06

No, that is never required. Do you think every time a brand launches a Chinese flavour they get permission from China?

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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5 MWA 09/10/2016 15:35

MWA

But actually, in this case, Coca Cola was an official partner of FIFA in 2014 and they have a number of water products that are your direct competitors in many different markets. In your case that objective could be of some relevance.

AM06

But you are asking for our intentional objectives if I'm not mistaken. And since I have said we weren't intentionally ambushing, we didn't intentionally have ambush like objectives.

6 MWA 09/10/2016 15:43

MWA

Well yellow and green are colours of Brazil, so not truly intrinsic. Why would you not consider that an associational advantage?

AM06

Ok, credit where credit's due I guess. But Brazil was what we were celebrating.

MWA

Because of FIFA?

AM06

Because of the flavour trend.

Nodes\\Strategic Ambush Marketing\\Ambush Awareness\\Intentional Ambush Marketing

Document

Internals\\Interviews\\AM02

No 0.0255 2

1 MWA 26/09/2016 15:28

I would agree that the fact that there is a major sporting event taking place in that part of the world is the main reason behind the launch of our promotion. That was also the case back in 2014 and obviously then too it was not just a coincidence.

2 MWA 26/09/2016 15:36

I think we have to accept that judgement. Ambush marketing is defined in many ways and I guess as long as our strategy fits one of those definitions, we know that it will be considered ambush marketing by others.

Internals\\Interviews\\AM04

No 0.0058 1

1 MWA 09/10/2016 15:04

MWA

Are you familiar with ambush marketing?

AM04

Sure. I think this promotion counts as ambush marketing.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Internals\\Interviews\\AM05

No	0.0557	3				
			1	MWA	09/10/2016 12:37	

MWA

Do you consider the release of your limited edition product ambush marketing aimed at FIFA 2014?

AM05

I think there's a case to be made of why it is ambush marketing but I wouldn't say we were trying to pass off as sponsors.

2	MWA	09/10/2016 12:37
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MWA

Do you consider it ambush marketing?

AM05

If you modify the definition of ambush marketing to reflect our objectives then I would agree that it is ambush marketing. But when it is defined in terms of the negative or cunning objectives then our strategy simply doesn't fit the definition.

3	MWA	09/10/2016 12:58
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This wasn't something we just did, without considering all aspects of it. We do extensive research before creating our marketing strategies. Part of that research that came after our director suggested this was to look in depth at ambush marketing and the laws and regulations about it. We looked at literature and found that there was a lot of research on it. We sifted through that and news and all other sources we have to do our research and didn't find a single instance where a brand broke any laws without mentioning the sport by name.

Internals\\Interviews\\AM07

No	0.0133	1				
			1	MWA	19/10/2016 16:12	

MWA

Did you ambush FIFA with your limited edition flavour?

AM07

(Laughter) sure we did. I mean let's face it. It can be done in many ways and in the grand scheme of things; the way we did it is probably the least objectionable if at all.

Nodes\\Strategic Ambush Marketing\\Ambush Awareness\\Unintentional Ambush Marketing

Document

Internals\\Interviews\\AM01

No	0.0212	2				
			1	MWA	24/08/2016 13:29	

This really wasn't a situation where we went out looking for sporting events to sponsor and then had a few to choose from. If I remember correctly, we were approached by the channel

2	MWA	24/08/2016 13:32
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Basically our main advertising agency "██████████" buys ad space from a media agency "██████████". They had been contacted by the TV channel to find sponsors for the coverage.

APPENDIX 8: Node Structure Report

04/11/2016 09:54

Node Structure

A Conceptual Framework of Ambush Marketing in Sport

04/11/2016 09:54

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Node			
Nodes			
Nodes\\Ambush Marketing decision Making		No	Green
Nodes\\Ambush Marketing decision Making\\Ambush Related Discussions		No	Green
Nodes\\Ambush Marketing decision Making\\Decision to Ambush by Directors or Senior Managers		No	Green
Nodes\\Ambush Marketing decision Making\\Problem Solving		No	Green
Nodes\\Ambush Marketing decision Making\\Use of Talent and Capabilities		No	Green
Nodes\\Ambush Marketing Expenditure		No	Purple
Nodes\\Ambush Marketing Expenditure\\Ambush Marketing ROI		No	Purple
Nodes\\Ambush Marketing Expenditure\\Cheaper than Sponsorship		No	Purple
Nodes\\Ambush Marketing Expenditure\\Expensive or Affordable Strategy		No	Purple
Nodes\\Ambush Marketing Expenditure\\Financial Risk		No	Purple
Nodes\\Benefits and Drawbacks of Ambush Marketing		No	Red
Nodes\\Benefits and Drawbacks of Ambush Marketing\\Negative Outcomes		No	Red
Nodes\\Benefits and Drawbacks of Ambush Marketing\\Negative Outcomes\\Concerned Employees		No	Red
Nodes\\Benefits and Drawbacks of Ambush Marketing\\Negative Outcomes\\Low ROI		No	Red
Nodes\\Benefits and Drawbacks of Ambush Marketing\\Positive Outcomes		No	Red
Nodes\\Benefits and Drawbacks of Ambush Marketing\\Positive Outcomes\\Brand Image Associations		No	Red
Nodes\\Benefits and Drawbacks of Ambush Marketing\\Positive Outcomes\\Desirability as an Employer		No	Red
Nodes\\Benefits and Drawbacks of Ambush Marketing\\Positive Outcomes\\Positive Employee Attitude		No	Red
Nodes\\Benefits and Drawbacks of Ambush Marketing\\Positive Outcomes\\Profitability and Increased Revenue		No	Red
Nodes\\Benefits and Drawbacks of Ambush Marketing\\Positive Outcomes\\Purchase Intentions and Purchase Decisions		No	Red
Nodes\\Determining Ambush Marketing Objectives		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Acting as a Sponsor		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Adding to Marketing Clutter		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Employee Recruitment and Retention		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Enhancing Brand Image		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Improving Goodwill		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Improving Profitability		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Increasing Awareness		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Interest of Directors		No	Blue

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes\\Determining Ambush Marketing Objectives\\Participating in Event Hype		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Product Line Extension		No	Blue
Nodes\\Determining Ambush Marketing Objectives\\Weakening a Competitor's Sponsorship		No	Blue
Nodes\\Developing Ambush Marketing Strategies		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Awareness		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Awareness\\Acceptance		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Awareness\\Denial		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Awareness\\Intentional Ambush Marketing		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Awareness\\Unintentional Ambush Marketing		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Duration		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Duration\\Long Term Ambush Marketing Strategy		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Duration\\Short Term Ambush Strategies		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Nature		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Nature\\Competitive Ambush Strategies		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Nature\\Non-competitive Ambush Strategy		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Types and Tactics		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Types and Tactics\\Avoiding Copyright Infringement		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Types and Tactics\\Experiential Marketing		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Types and Tactics\\Other Observed Tactics		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Types and Tactics\\Sponsoring Event Broadcast		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Ambush Types and Tactics\\Temporary Line Extension		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Attitude Towards Ambush Marketing		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Attitude Towards Ambush Marketing\\Negative Attitude		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Attitude Towards Ambush Marketing\\Positive Attitude		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Contributing Factors		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Contributing Factors\\Affordable Alternative		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Contributing Factors\\Competition		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Contributing Factors\\Emulating other brands		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Contributing Factors\\Event-Brand Congruence		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Contributing Factors\\High Cost of Sponsorship		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Contributing Factors\\Opportunity		No	Orange
Nodes\\Developing Ambush Marketing Strategies\\Contributing Factors\\Target Audience		No	Orange
Nodes\\Notable Quotes		No	Yellow
Nodes\\Targeting Ambush Marketing Audiences		No	Pink
Nodes\\Targeting Ambush Marketing Audiences\\Audience of the Sport		No	Pink

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes\\Targeting Ambush Marketing Audiences\\Consumers of the Brand		No	Pink
Nodes\\Targeting Ambush Marketing Audiences\\Ideal Target Audience of Ambush Marketing		No	Pink